RESOURCE MANAGEMENT

1st Quarter 2003

INSIDE
This Issue

RESOURCE MANAGEMENT

1st Quarter 2003   "Professional Development"   PB48–02–1

Contents

"Through the Looking Glass— Transforming Army Financial Management"

As we pause to commemorate the events of September 11, 2001, I want to thank all of you in the FM community for your noble and untiring efforts in support of our nation. The job of restoring peace and security to our homeland, to my mind, is a labor of love. Now, more than ever, our country needs our skills and dedication. I am proud to know and work with each and every one of you.

As you know, the events of September 11 precipitated our ongoing war on terrorism. The war, in turn, has brought about great change. Change, if viewed opportunistically, can become the catalyst for improvement. Given our current environment of accelerating change, I believe that we enjoy a unique opportunity for improving the way we conduct our business. I would like to share with you my vision for the future and how I think we can improve the Army's financial management.

In Lewis Carroll's book, "Through The Looking Glass," Alice in Wonderland asks the Cheshire cat for directions.

"Which way shall I go?" asks Alice.

"Where would you like to go?" replied the cat.

Alice says, "It doesn't much matter."

So the cat replies smugly, (as cats do), "Then it doesn't much matter which way you go."

A few months ago, we began the task of determining where we wanted Army Financial Management to go over the next three to five years. I will elaborate further about our desired destination, but first, let me provide some background and context.

The administration and DoD have encouraged us (the Army) to refocus our efforts and to become better stewards of America's resources. The President started us on the road to change with his government reform principles. President Bush stated that he wanted the government to be: Citizen-Centered, Results-Oriented, and Market-Based. To reach these goals in the FM community, I believe that we need to make some course corrections. Specifically, we need to examine the:

- Role of the CFO and how it is changing from decision support to decision making.
- Opportunities provided by enterprise systems.
- Mandates of the President's Management Agenda.
- Challenge of generating funds for Army transformation.
- Demands of the global war on terrorism.

In addition to considering the factors listed above, we examined our FM organization's recent performance and concluded that we needed an up-to-date strategy document, one that would serve as a road map for achieving our strategy. Just as Alice discovered, we realized that we needed to know where we were going before we started on our journey. Hence, we created a strategy map that focuses on our objectives and the cause-and-effect relationships between them. We will use this strategy map to guide us in achieving our vision for improving Army Financial Management.

The key goals of our strategy are to: (1) embed a cost culture in the Army, (2) develop integrated functional and financial systems, and (3) focus our workforce effort to improve Army resources. As our missions increase and our dollars remain constant, we must concentrate on making the most of our money.

Our strategy has four themes

Systems Integration—We will develop integrated functional and financial systems to provide relevant and reliable information to decision makers in order to improve accountability of the Army.

Resource Generation—We will develop budgets, supported by quality requirements and informed by execution, in order to increase funding for Army programs.

Cost Control—We will develop a cost culture in the Army, maximizing each dollar spent and reducing program costs. We will view cost control as a means for obtaining more funds.

Leverage/Innovate—We will generate investment funding by maximizing the use of Army assets.

With a road map to follow, we now begin our journey.

As I visit the field, I observe many exceptional, hard-working people and I often wonder if you understand how important you are to this great institution. I believe that our superior people distinguish our great institution from others. The U.S. Army is people. Hence, we must concentrate on making the most of our people and our financial management professionals. Our education and training programs need to become more strategy-focused to ensure that our people, our most valuable resource, are prepared not only for today's challenges, but for the financial management community that we will give them in the next five years. Our priorities should inform and distinguish our future education programs from the curriculum of today.

Robert H. Waterman, Jr., wrote in his book 'The Renewal Factor,' "Organizations… exist for only one purpose: to help people reach ends together that they could not achieve individually. When the organization starts getting in the way, they change it." We need to streamline our FM&C organizational design and processes, both within my office, and in our working relationships with OSD, OMB, and the Congress. Making these improvements will enable us to support you better with a more responsive, strategy-focused organization.

With that, I would like to unveil our new mission statement, our raison d'etre:

Army Financial Management exists to resource the Army and to provide accountability to the American people.

To the Army's values I add a complementary set of ASA (FM&C) Guiding Principles to provide the framework within which we will execute our journey:

- Our soldiers and the American people are the focus of everything we do.
- We strive for excellence in all of our efforts.
- We are completely committed to quality and continuous improvement.
- Integrity is never compromised.
- We believe work should be an enjoyable part of a well-rounded life.
- We value and encourage continuous learning.
- We believe in promoting harmony in our workplace and treating all individuals as we wish to be treated.

Finally, let me share our vision, our statement of what we want to be: Our intent is to be a value-creating, customer-focused partner in Army results. To help us achieve this vision, we are implementing a Balanced Scorecard. At the highest level, the scorecard provides the structure that will help our organization translate our strategy into operational objectives that, in turn, will drive both our behavior and our performance. Using the Balanced Scorecard as part of our leadership framework will:

- Improve management effectiveness by having a shared and actionable view of our strategy.
- Optimize and ensure strategic outcomes for a given set of resources.
- Enable our employees to work in a coordinated, collaborative fashion toward organizational goals.
- Enhance value creation through faster, more informed resource allocation decisions.
- Speed our arrival at our strategic destination.

Collectively, our mission, strategy, vision and guiding principles constitute our plan of action. I ask you all to help me carry the ball and I request your continued loyalty and dedication as we undertake our journey to its successful conclusion. As we go "through the looking glass," let us do it with purpose and with our heads held high. Which way are we going? We are going forward to ensure that our Army remains "Invincible in War and Persuasive in Peace."

Editors Note: Future articles will include our strategy mapping and balanced scorecard, along with further explanations of the themes.

Resourcing Operation Enduring Freedom

Fast Ride to Bagram Airfield

The C–130 Hercules came in fast and low over the moonlit Afghanistan landscape, its four Allison turboprop engines screaming, closing on the airfield at close to 300 mph. It was November 29th, and the area around Bagram Airfield still contained unknown threats such as Stinger missiles and small arms fire. Even with a computer-controlled system capable of launching flares and chaff to deceive enemy missiles, the aircraft is still vulnerable to ground fire. Our pilot, by flying fast and low, was hoping to fly past any threats before being detected. Nervous smiles shared among us belied our apprehension, and the only emotion we let show was the adrenaline-charged excitement that the unknown brings.

This plane was filled with some of the first conventional soldiers introduced into Afghanistan, with the fighting still being dominated by Special Operations Forces. We didn't know what to expect that night when we piled on the plane in Uzbekistan. As would be expected, there were more people than there were seats available. The pallets, stacked high with badly needed supplies, took up much of the plane's cargo room. Everyone needed to go that night, though, and no one wanted to be bumped. So eventually the loadmaster let us on the plane, over-loaded rucksacks and all.

The situation inside was anything but a textbook example of how to load an air-craft—there were men piled on top of rucksacks and rucksacks piled on top of men. My legs went one direction, my body another, and my flak vest was riding up around my ears with my Kevlar helmet digging into my head. How long did they

"Get off the airplane!!" Everybody! Now! Let's go!!"

Bagram Airbase played a key role during the Soviet occupation of Afghanistan, serving as a base of operations for troops and supplies, but years of fighting between the various warring Afghan factions destroyed most of the support buildings and base housing built by the Soviets.

The author in Kuwait, outside the Resource Management headquarters.

Vendors in Kandahar used whatever transportation was available to deliver locally purchased supplies to the base.

say this flight would be? I wondered. I hoped my legs wouldn't be asleep when it came time to hurry off the runway.

I have been on planes since then where the pilots on approach to runways in hostile territory put us through a series of banks, dips, and climbs capable of turning the strongest stomach. That night, however, our pilot chose to just get on the ground as fast as possible so the ride was smooth, with the building pressure in my ears the only sign that we were descending. That's why the sudden controlled collision with the runway came as such a jolt—I wasn't expecting the landing.

Inside the aircraft, I became disoriented—I heard the roar of the engines as the pilot reversed pitch and applied full power, suddenly braking and sending us sliding forward in our cargo-net seats. We didn't stop, however, and I sensed a shift as the pilot reached the end of the runway and turned the plane around. The inside of the plane was still dark as the cargo ramp dropped. The engines roared again, and the plane jumped forward with the kind of right now acceleration you wouldn't expect from a cargo plane. Suddenly, the pallets were cut loose and shot out the back of the aircraft. We're

airdropping the pallets! Am I supposed to have a parachute? Are we airborne or on the ground? The loadmaster brought me out of my fog.

"Get off the airplane!!" he yelled. "Everybody! Now! Let's go!!" Suddenly, it was a mass of bodies unfolding, arms and legs everywhere, as we grabbed our equipment and ran for the back of the plane, jumping off the ramp onto the runway.

Now what? I wondered. Running somewhere, anywhere, seemed to be a good idea. The only thing I knew was that the airfield wasn't the safest place to be, so I followed the crowd, hoping the crowd knew where they were going. About the time that we all cleared the ramp, the engines powered up one more time and 16,000 horsepower worth of hot prop blast washed over us as the pilot released the brakes and shot down the runway and out of sight.

Only four days earlier, I had been doing my work at a desk in Kuwait, out of harm's way. Now here I was, part of an assessment team, launched at a moment's notice into hostile territory. But I'm a comptroller, I thought. How

did I end up here? Do we do this kind of thing? Well, we do now. Welcome to the world of the comptroller in unconventional war.

The road to Afghanistan was a short one. Only three weeks before, 3rd Army Headquarters at Ft. McPherson, Georgia had been alerted to deploy to Kuwait to assume its doctrinal role as Coalition Forces Land Component Command (CFLCC). After a quick review of Advance Party (ADVON) tasks and hasty good-byes to family and friends, the CFLCC ADVON staff was on its way to Kuwait to pave the way for the main body. The task for Third Army was clearly stated by the Army Vice Chief of Staff: get over there, take care of business, and don't come back until the job is done. My boss wrote this on his dry erase board to eliminate any confusion about the importance of our mission.

Comptrollers, Cobras, and a Dusty Russian Airfield

Few people knew about the resource management (RM) team that had already deployed in late October and set up operations in Karshi Khanabad, Uzbekistan (K2). Occupying the long-neglected air base while battling choking dust and poisonous snakes, our "combat comptroller" team was working hand in hand with special forces (SF) units. Their task was daunting: establish base operations and support the tactical missions, while operating in a harsh environment and with a limited vendor base for support.

Finding the supplies they needed proved difficult, so they hit the road to Tashkent with a couple of finance

How did I end up here? Do we do this kind of thing? Well, we do now.

soldiers, a counter-intelligence team, and $750,000 cash. Seven hours of driving and a dozen checkpoints later, with a side trip though Khazakstan, they finally found refuge in the Tashkent Sheraton. After buying a safe to store the money, they made arrangements, paid vendors and then returned to K2, leaving a contracting officer (KO) and paying agent at the hotel. We didn't hear about this trip until much later because communication was so poor—phone and email connections

ranged from dismal to non-existent, and we often went days without hearing from them.

Faced with intermittent communications, the RM team often had to act without the benefit of the research and expertise provided by the rest of the 3rd Army staff in Atlanta, but with a paying agent and KO established in Tashkent, they quickly went to work. Relying on the promise that money would be forthcoming, they funded contracts and paying agents both for the base and for soldiers flying off in the dark of night to unknown locations inside Afghanistan. Falling back on their RM training, they quickly established the necessary tools: document register, APC structure, and rudimentary budgets. All the while, they were preparing spending forecasts and sending them to Atlanta for submission to FORSCOM. This was resource management at its most basic level.

SFC Louis Corner in Kandahar, enjoying lunch with some local vendors. SFC Corner is a 73C assigned to CFLCC C8, and provided vendor and soldier pay support to Marines at Camp Rhino and the Army at Kandahar Airfield.

One of the best buildings on Bagram Airfield, this one was chosen as the site of the first command headquarters, back in November 2001.

As a testament to their professionalism, the base has grown from a few hundred soldiers to several thousand at its peak, and the financial framework that they established is still being used. All the while, the RM operation at K2 has functioned flawlessly, with no end to the operation in sight.

RM's Undercover and Under Fire

At times, they had to adopt non-traditional roles to accomplish the mission. Even as the fighting continued, the SF teams desperately needed cash for emergency repairs to the airfield at Mazir-E-Sharif. One of the RM officers stationed at K2 quickly became a disbursing agent, stuffed $250,000 cash into a backpack, and on November 18th rushed out to the airfield in the middle of the night to link up with some Special Forces soldiers. Stripping him of anything that identified him as a soldier, the SF soldiers hurried him onto the helicopter and they lifted off into the darkness. Those left behind did not know when he would be back.

He didn't know either. After spending a couple of cold nights under the stars and surviving curious mobs downtown while leasing vehicles, he was treated to a veritable feast at General Dostum's headquarters. His journal entry on November 22nd

Members of the CFLCC C8 staff in Kuwait. Left to right (standing): COL Billy Smith, MAJ Geoffrey T. Ballou, MAJ Marcia Smith, MAJ Montrose Robinson, SPC Larry Buchanan, LTC Gary Busby, SGM Shelton Milner. Left to right (kneeling): SFC Robert Rigsby, SSG Gregory Abbott

reads, "It has been a great time, but I've had enough…the rest of my stay should be boring." He had no idea what was in store.

On November 25th, just two miles from where our captain was staying, CIA Officer Johnnie "Mike" Spann was shot in the prison uprising at Qala-I-Jangi (Fort of War). Taking up fighting positions in full battle gear, they prepared for the worst. The next day, they began preparations for evacuation as the Special Forces called in close air support on the fort. Not until midnight on the 26th was the riot finally subdued, and there was only a brief pause until he was back on the job, buying supplies to replace equipment lost in the revolt. He was finally evacuated by

helicopter on December 1st, happy to be getting back to K2. Two weeks in the country had changed him. Sporting a full beard and traditional Afghani dress, he was nearly unrecognizable, though everyone was glad to have him back unharmed.

In another short notice mission, an NCO in our shop was appointed as a paying agent and launched out to Kandahar in the middle of December. The Marines had occupied the base, but they lacked the logistical support that CFLCC was able to provide. In an excellent example of joint operations, CFLCC C8 provided the necessary support even as the Marines handed over control of the base to the Army. While enduring fire fights at night and harsh

conditions during the day, he paid vendors and provided personal finance support to both marines and soldiers. Our profession is one of arms, and this operation reminded us that we are all soldiers, regardless of branch or MOS, and it is possible, no—likely, that we will be put in harm's way some time in our careers.

Meanwhile, Back in Kuwait

The main CFLCC staff flew in to Camp Doha, Kuwait in late November and immediately assumed command and control of the theatre ground operations. For the RM staff, the task was daunting: budget, program, execute, and keep the command informed. Don't worry, we were told, the money is coming. How many times have all of us heard that before?

Operating on a promise of funding, the RM office went to work. The requirements came fast and furious. Purchase Requests were first, followed by MIPRs (coming in and going out), and finally a flood of TDY requests as soldiers were launched into the area of operations. Along with all this work, we got a new name: Coalition 8, or C–8 for short.

We had never undertaken a mission like this, but it didn't take long before the office structure was established. An operations officer is a necessity, as is a travel desk and a management control program section, along with a budget officer assigned to each area of operations.

One of our officers got tapped to join the Officer Planning Group (OPG), a cell staffed with representatives from each section. Working directly for the Commanding General, they are responsible for planning all future operations. With experience in combat arms and also in finance, he was uniquely qualified to provide input to the OPG on the resource and finance requirements for future missions. After a short time, our staff "gelled" as we carved out our areas of responsibility.

Follow the Money...

One of the primary tasks, of course, is the establishment of clear lines of funding responsibility. We continued to be funded through FORSCOM, as we are in peacetime. The clear articulation of requests up the funding chain helped ensure that CFLCC's funding requirements were always met. Certainly, there were some tense situations as the funding dried up but the requirements kept coming in. They never stopped.

Fortunately, FORSCOM is next door to ARCENT HQ, and it pays, literally, to have FORSCOM on your side. "Our" FORSCOM budget analyst spent many days in the Atlanta RM office coordinating with our home station staff to understand our requirements. Open and honest communication is the basis of our relationship and it continues to this day. In a mission this important, with so many agencies competing for money, there is no room for fluff—requirements must be clearly stated, well documented, and presented in a timely manner.

The Operation Presses On

Even as the XVIII Airborne Corps prepares to assume tactical control of the theatre, CFLCC C8's funding mission continues. The systems, controls, and reports that were established have worked so well that the leadership has decided to keep them in place.

The scope and the complexity of RM operations in Operation Enduring Freedom are difficult to overstate. With budgets larger than most of us have worked with, multiple appropriations, the pressures of war, and operations in several countries, in the end it all came down to quality people; dependable soldiers and hardworking civilians. People who make you proud to serve. In the end, that is what made it all work. A total of 67 soldiers and civilians contributed to the operation. Some are ARCENT permanent party soldiers and civilians, called up from civilian jobs to active duty or pulled from home station units to serve six months with CFLCC.

SFC Corner and Kuwaiti officials at a banquet to recognize US forces.

In the end, it didn't matter where you came from; we had work to do.

And what a lot of work it was. The OEF CFLCC budget of over $1B was just the starting point. Complicating matters, we still had our normal contingency operations appropriation for Operation Desert Spring—our mission before we became part of Enduring Freedom—and all the work that goes along with it. Muddying the waters even more were the other "pots" of money we dealt with. For example, the funding for humanitarian assistance and for training of the Afghan National Army (ANA) was so complex that we had to dedicate an RM officer to each mission. The approval procedures for the use of these monies were very detailed and time consuming. The funded projects also had visibility at the highest levels of the government. These funds included the Overseas Humanitarian Disaster and Civic Aid

(OHDACA), CINC Initiative Funds, Presidential Drawdown Authority, and Emergency Extraordinary Expense (EEE). Each was accompanied by a lengthy operations order detailing the uses and limitations of each. In addition to these complex appropriations, our RM teams were quite literally dispersed throughout the region.

In addition to our home station, CFLCC C8 currently has RM teams operating in Kuwait, Saudi Arabia, Qatar, Kandahar, Uzbekistan, Bagram, and two in Kabul—one for the ANA and one for the Joint Civil Military Operations Task Force (JCMOTF). Formulating policy and distributing guidance across two continents and four time zones with intermittent communications is difficult,

Those who have worked in budget longer than a day also know there were the other requisite challenges that never go away. GAO visits, POM

input, FY03 budget development and guidance, DFAS coordination, and the labyrinth known as the supply system demanded the constant vigilance of our home station team. At times, the tasks seemed almost insurmountable. Fortunately, we have some dedicated experts on our team.

We accomplished the mission against the odds. Never was there a mission held up for lack of funds, even when we took risk. Never was there a soldier without the equipment he needed because we couldn't find the money.

There is still work to be done. As long as there are those who would deny us our freedom, we will be there. As long as there are those who would deprive our children of the same opportunities we have known, we will sacrifice whatever is necessary. We will make America safe.

About the Author. MAJ Geoffrey T. Ballou is a budget officer assigned to Headquarters, 3rd United States Army, Assistant Chief of Staff, Resource Management, Atlanta, Georgia. At the time of this article, he was serving as the CFLCC C8 Budget Officer in Bagram, Afghanistan.

Financial Risk Management

by Major Mark Hladky

For the past two months I have been participating in the Training With Industry (TWI) Program with the Integrated Defense Systems Division of Boeing in Saint Louis, Missouri. I have found this to be an extremely interesting and rewarding experience thanks to the dedicated efforts and assistance of the Boeing management and employees. One of the objectives of the TWI Program is to provide comptrollers with exposure to new financial management

practices and ideas. During my short stay at Boeing I have been exposed to one practice, financial risk management, that I have not had contact with during any of my previous comptroller training or work experience in my short comptroller career.

Before I started working at Boeing I met with several individuals in the Integrated Defense Systems financial organization. A senior financial manager stated during one of these meetings, that one of the things he thought Boeing did well was financial risk management. This statement intrigued me and I was curious to see how this system was implemented throughout the company. I endeavored to learn more about Boeing's risk management program and how it is implemented.

During my time in the military I have conducted risk analyses countless times, on everything from a routine road march to a battalion live fire exercise. Risk analysis is incorporated into tactical plans and has become ingrained in the culture of conducting military operations. The importance of conducting a risk analysis is hammered into the heads of leaders at all levels as an important tool to ensure the safety and well being of soldiers.

Financial resources, while clearly not as precious as soldier's lives, are important resources that require conservation to achieve the maximum benefit. Financial risk management definitely has a role in effective resource management. It is possible that the failure to conduct even an informal financial risk analysis could result in the loss of precious financial resources and a program of diminished effectiveness. It has been my experience during financial decisions there are usually discussions of

impacts and consequences, but I have yet to see a formalized risk analysis conducted when a financial analysis is presented for decision.

As a comptroller I have worked only at the installation level, so it is entirely possible that financial risk management programs are used at higher levels of financial management in the Department of Defense. I am also certain major defense acquisition programs use financial risk management, since Boeing is a major defense contractor and their risk management program incorporates input and decisions from their customers. However, if financial risk management is used within the Department of Defense, it has not filtered down to lower levels of resource management. Nor has it been institutionalized in the Army training base curriculum to which I have been exposed with its primary focus on the PPBES and PBAC processes.

During my brief time at Boeing I have seen the 180-degree opposite of my experience in the military financial community. Every major financial program has a detailed risk analysis identifying potential risks and their associated cost implications. Financial risk is identified and mitigated in the same manner that the military identifies and mitigates safety hazards to protect soldiers. The benefit to Boeing is that identifying and mitigating financial risks can improve a program's efficiency and thus increase

the company's earnings. The benefit of a financial risk analysis to a government program or agency would be a more efficient use of resources.

Before proceeding further, it is important to answer the question: Is a business practice such as financial risk management applicable to government operations? Many business practices are not transferable to the government due to the unique constraints and environment in which government agencies operate. However, I believe that financial risk management is applicable to many government operations. I am certain it is already used within the acquisition community as major defense contractors, like Boeing, work with program managers to develop risk analysis for major procurement programs.

Additionally, defense contractors are in some form an extension of the government when they use government funds to produce products and services for the government. Defense contractors operate in a financial environment that is similar in many ways to government agencies. Their contract with the government establishes financial limits for their operations in a similar manner that a funding document establishes financial limits for a government agency, program, or installation. The contractor has an incentive to stay within budget (or come in under) because seeking additional funding for a contract can be a costly, difficult, political process just as it is for a government agency. Going over budget can

What could go wrong?

How likely is it?

What would be the consequences?

What can we do about it?

also impact their supplier rating and reduce the contractor's earnings. The government contractor is highly motivated to identify and mitigate potential financial risks.

This same incentive to operate effectively within a fiscally constrained environment applies to government agencies and programs. It is fiscally responsible to identify, analyze, and mitigate potential financial risks. Given the similarities in funding limitations it is quite possible that a financial risk management program used by a government contractor can have applicability to the government itself in conducting its financial operations.

The Boeing risk management program is a detailed process involving probability, statistics, forms, and manuals. The system is formal, complex, and integrates all participants in the program to include customers and suppliers. The system is not focused solely on financial aspects, but analyzes all potential risks to a program, to include technical, schedule, and cost. The system focuses on objectively analyzing risk to the maximum extent possible, resulting in a formal assignment of risk actions to outcomes. The result is more than just subjectively designated numbers arbitrarily assigned to a box to satisfy the minimum requirement. The result is a detailed plan of action that minimizes negative impacts to a program. There is insufficient space in this article to completely describe the entire Boeing risk analysis program. However there are benefits to explaining the basics of the system and understanding that systems, such as Boeing's, exist to catalog and analyze risk to provide decision makers with the tools they need to

What is the likelihood the risk will happen?

1. Not Likely: Your approach and processes will effectively avoid or mitigate this risk based on standard practices.

There is very little chance or likelihood of a negative outcome based on existing plans. This likelihood level assessment is based on evidence or previous experience and not on subjective confidence. This assessment level requires the approach and processes to be well understood and documented. Little or no management oversight will be required.

2. Low Likelihood: Your approach and processes have usually mitigated this type of risk with minimal oversight in similar cases.

There is a small but reasonable probability that a negative outcome is possible. Present plans include adequate margins (technical, schedule, or cost) to handle typical problems. This assessment level requires the approach and processes to be well understood and documented. Limited management oversight will be required.

3. Possible: Your approach and processes may mitigate this risk, but workarounds will be required.

A negative outcome is most likely going to occur, or the current approach and processes are not documented. While alternative plans or methods are believed to exist to achieve an acceptable outcome, there are not adequate margins (technical, schedule, or cost) to implement the workarounds without impacting the program management reserves in performance, schedule, or cost. Significant management involvement is required.

4. Near Certainty: Your approach and processes cannot mitigate this type of risk; no known processes or workarounds are available.

A negative outcome is most likely going to occur, and no alternative plans or methods have been documented. Alternatively, the issue has not yet been evaluated adequately to be well understood — there is consequently a high level of uncertainty about the risk. Urgent management involvement is required.

Figure 1

effectively run their agencies, programs or installations.

It is important to understand that risk management is nothing more than a decision-making process. It involves identifying risks, assessing risks, and

mitigating risks using five basic questions: "What could go wrong?", "How likely is it?", "What would be the consequences?", "What can we do about it?" and, "Is it getting better or worse?" A financial analyst should be able to

accomplish these tasks, in some form, on any program they support. The importance of risk management is to prepare for uncertainty and limit the potential negative consequences to an agency, program or installation.

The first step in risk analysis is to identify potential risks in several areas including technical, schedule, and cost. Tools to identify risk include brainstorming, lessons learned, trend analysis, and failure analysis. Risk identification should be performed during all phases of financial management. At installation level, forecasting the financial impacts of a major snowstorm exceeding the installation's snow removal budget during budget execution is an example of risk identification. Analysts should also identify risks whenever significant changes occur in plans or program status. Circumstances that may require risk assessments include unfavorable trends in performance, schedules, and budgets; change proposals; and any newly identified issues that could impact the program or agency.

It is important to understand exactly what constitutes a financial risk to a program or agency. Risks have two components: likelihood of occurrence and consequence. Likelihood is the possibility that an event will occur. The likelihood of a risk should not be so low as to be negligible. Similarly, if the event has happened or will happen for certain it is not a risk. The importance of risk analysis is preventive action to prepare for uncertainty. If there is no uncertainty (i.e., the situation or circumstance is certain to occur or has already occurred) it is not a risk even though it has an unfavorable consequence. A certain outcome requires corrective action, not preventive action. The second component of risk is consequence. A consequence is the potential outcome if an event is realized. Risks have negative consequences if realized. An event with a positive consequence is not a risk.

Once a risk has been identified it must be analyzed. This requires the assessment of each of the two components of risk, the likelihood that the risk will occur and the consequence to the program should it occur. Figures 1, 2, 3, and 4 are tools Boeing uses in the risk analysis process. The likelihood (figure 1) and consequence (figure 2) are considered to be independent and are mapped into a risk grid (figure 3) to determine the individual colored-coded risk level i.e., high, medium, or low (figure 4). This mapping facilitates the prioritization and trend analyses of risks throughout the life of the program. At

Given the risk is realized, what would be the magnitude of the impact on cost?

1. Low: Given that the risk is realized, there would be minimal or not cost impact.
Cost is not dependent on this issue. There would be no impact on the success of the program.

2. Minor: Given that the risk is realized, the total budget or unit cost would increase by less than 1%.
The program budget would increase by u to 1%. There would be no impact on the success of the program.

3. Moderate: Given that the risk is realized, the total budget would increase by less than 5%.
The program budget and would increase by up to 5%. There would be a limited impact on the success of the program.

4. Significant: Given that the risk is realized, the total budget would increase by less than 10%.
The program budget would increase by up to 10%. The success of the program could be jeopardized.

5. High: Given that the risk is realized, the total budget would increase by greater than 10%.
The program budget would increase by at least 10%. The success of the program would be in doubt.
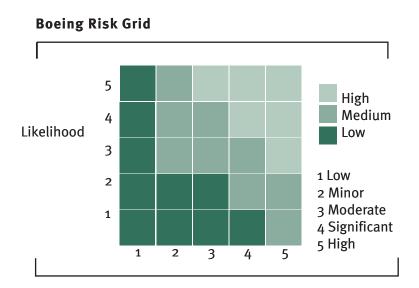
Figure 2

Boeing Risk Grid

Likelihood

| | 1 | 2 | 3 | 4 | 5 |

High
Medium
Low

1 Low
2 Minor
3 Moderate
4 Significant
5 High

Figure 3

Risk Level	Definition
High	Likely to cause significant disruption of schedule, increase in cost, or degradation of performance. Concerted and continual management emphasis may not be sufficient to overcome major difficulties.
Medium	May cause some disruption of schedule, increase in cost, or degradation of performance. Special management will probably be sufficient to overcome difficulties.
Low	Has little or no potential for disruption of schedule, increase in cost, or degradation of performance. Normal management emphasis will probably be sufficient to overcome difficulties.

Figure 4

Boeing this is accomplished through a formalized process, integrated with customers via formal review boards. The changing of risk levels requires consent from everyone involved and not through the sole decision of program managers.

The purpose of the analysis is to quantify the risk, in dollars, to focus mitigation efforts on those risks posing the greatest threat to the program. Risk mitigation requires a conscious decision to implement one or more risk mitigation actions. The objective of the risk mitigation process is to implement appropriate and cost-effective plans to mitigate or eliminate the risks developed during identification and analysis. Appropriate risk mitigation techniques are then selected, and mitigation actions are developed, documented, and implemented.

The risk level is the first criterion used to determine the need for a risk mitigation plan. Program risks that fall into the medium or high categories require risk mitigation plans. Risks that are assessed as low typically do not require mitigation plans but may have certain aspects that would be prudent to monitor. If this is the case, risk mitigation plans may be formally or informally implemented for these low risk issues.

Risk mitigation actions fall into one, or a combination, of the following categories: Avoidance; Transfer; Assumption; Control; and Research and Knowledge.

Avoidance is a strategy to avert the potential of occurrence and/or consequence by selecting a different approach or by not participating in the program. This technique may be pursued when multiple programmatic options are available. It is more likely used as the

basis for a "No-Go" decision at the start of a program. Other examples are selection of state-of-the-practice rather than state-of-the-art technologies and pre-qualification of suppliers.

Transfer is a strategy to shift the risk to another area such as another requirement, organization, or supplier. Examples include reallocation of requirements, securing supplier product warranties, and negotiation of fixed-price contracts with suppliers. The transfer of the risk is accomplished primarily to assign ownership to the party most capable of reducing the risk. It is possible that the risk level will change as a result of the risk transfer.

Control is a strategy of developing options and alternatives that lower or eliminate the risk. Examples include, but are not limited to, redundant systems and/or components and alternate sources of supply.

Assumption is simply accepting the likelihood and the consequences associated with a risk's occurrence. Assumption is usually limited to low risks.

Research and Knowledge may mitigate risk through expanding research and experience. Since risk arises from uncertainty and inexperience, you may be able to effectively mitigate risk simply by enlarging the knowledge pool, reducing the likelihood of failure or providing insight into how to lessen the consequences.

Identify Risks

Assess Risks

and

Mitigate Risks

Although there are numerous benefits to a financial risk management program, it is clearly not a panacea that will solve all financial problems. Risk analysis is a tool, and like any tool it is only as useful as the manner in which it is employed. It can help to highlight areas of uncertainty and to minimize and eliminate risks. It will never be possible to identify all risks, nor can we minimize or eliminate all of the risks that we do identify. Risk analysis cannot compensate for poor planning or poor decision-making. It assists in the decision making process to help select the best course of action, but it does not guarantee that the best course of action will be chosen. It can provide early warning of problems, but the problems may be unavoidable.

The benefits of a risk analysis program are that usually the costs of preventative action to minimize or eliminate risks are much less than the costs of corrective actions to respond to risks that have been realized. The formal quantification of risk in dollars can assist decision-makers in establishing and justifying amounts for withholds or reserves. Instead of withholding 5% because that is what we have always used, a risk management program provides resource managers a method to more accurately quantify risks. This enables an informed decision about the amount of funds to hold in reserve.

My intention with this article is not to add another bureaucratic requirement to an already over burdened financial analyst. Rather the objective is to provide resource managers an additional tool that can be used to assess their programs. Some individuals are visually oriented. The use of colored cubes can provide financial risk information to decision makers in a format that they may find easier to understand. To maximize the effectiveness of our programs and gain the greatest benefit from limited financial resources it is important that resource managers and the decision makers they support are able to identify, assess, and mitigate risks. A financial risk management program provides them a method to accomplish this important task.

About the Author. *Major Mark Hladky is one of five FA 45 officers participating in the FA 45's Training with Industry or TWI program, in his case with The Boeing Company.*

Quantity Discounts
Save on Total Cost and Receive More Goods

Michael Bogner, Chuck Wong, Bernie Price

We don't always buy the lowest total cost quantity when we buy a quantity-discounted item. We often spend more than we should. This article will show how to buy the lowest total cost quantity. This will save you money, and in some cases you will receive more goods.

Contractors offer quantity discounts. When we buy more of item, we pay a lower unit cost. However, we should be interested in the total purchase cost (quantity x unit cost). With quantity discounts, the lowest total cost quantity can frequently be a larger quantity than typically bought. Let me clarify with an example.

An electronics supplier offered an item at the following range quantities and unit prices:

Figure 1

Quantities	Unit Prices
29–	$ 24,484 each
30–59	$ 7,059
60 and up	$ 6,553

How much would you pay for 10 of these items?

For a one-time buy of 10, the total cost would be 10 x $24,484 or $244,840. However, there is a better solution. If we bought 30, we would pay 30 x $7,059 or $211,770. We save $33,070 and obtain 20 more. Let's say we needed 17. Although 17 cost $416,228, we could buy 30 at a cost of $211,770 or 60 at a cost of $393,180.

If we needed to purchase 10 every month, we could buy 10 monthly at a yearly cost of $2,938,080. But by buying 30 units four times a year, the cost would be $847,080 and two groups of 60 would cost $786,360. I would offer that many of us would not come up with these alternative lower cost solutions.

If your purchasing/inventory system does not offer these lower total cost solutions, a user-friendly spreadsheet can assist in the process of dealing with quantity discounts and the other costs associated with inventory management. This article will cover nuances about quantity discounts and provide a short explanation about Economic Order Quantities (EOQs). The quantity discount analysis spreadsheet (including the examples) and additional documentation are available free from Mr. Chuck Wong, chuck.wong@mail1.monmouth.army.mil

A few graphs will explain what occurs with quantity discounts. If we graph "Unit Cost versus Quantity" for the above example, we obtain:
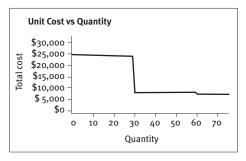
Unit Cost vs Quantity

Figure 2

The graph steps down as the quantities increases. This is expected. The "Total Cost versus Quantity" graph looks like the following:
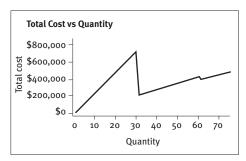
Total Cost vs Quantity

Figure 3

As each new range appears, there is a drop in total cost. If we draw horizontal lines from the first quantity of the latter two ranges to the early ranges and then dropped vertical lines we obtain the following graph:
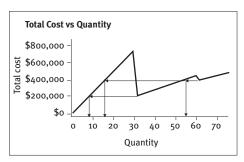
Total Cost vs Quantity

Figure 4

For a one-time purchase, this graph shows that instead of buying quantities 9–29 and 55–59, it is cheaper to buy 30 and/or 60. These are the simple one-time buy cases. For recurring buys, we want to buy at the lowest total cost based on our demand rate. In addition to the demand rate, quantity ranges, and the unit costs, we need to consider the ordering and holding costs, the shelf-life of the item, and remaining useful life of the item. The Quantity Discount Analysis Tool contains these options for recurring and non-recurring buys.

Understanding the Economic Order Quantity (EOQ) is essential to fully understanding quantity discounts and inventory theory. (see figure 5) For an item with one unit price and a known recurring demand rate, there exists a quantity, the EOQ that should be purchased to minimize the life-cycle costs of purchasing and holding this item. In the graph below, as the quantity purchased increases, the unit cost remains constant, the procurement costs decrease (fewer buys) and the holding costs (storage, theft, obsolescence, cost of money, and disposal costs) increase. The sum of these three

Economic Order Quantity

Objective: Find the quantity to buy with Minimum Total Cost - **EOQ**

Total Cost: = Purchase Cost + Procurement Cost + Holding Cost

Figure 5

sets of costs produces a total cost curve. The EOQ is the quantity at the minimum cost on the total cost curve. Therefore, inventory systems recommend to buy this quantity.

For a quantity discounted item, the following set of total cost curves for each range are obtained:

EOQ with Range Quantity Discount
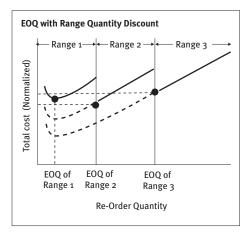
Figure 6

As shown in the above example, the EOQs of the latter ranges can occur in the earlier ranges, even the first range. The lower unit prices are valid only for purchase quantities within quantity discount ranges # 2 and # 3. Thus the EOQs of ranges #2 and #3 have to be adjusted to the first quantity of their respective ranges. This is the essence of the quantity discount analysis. In this example, an EOQ Analysis Tool that does not handle quantity discounts will always recommend purchase quantity in the first range regardless of which unit price is used in determining the EOQ. So if the purchasing/inventory system does not have the ability to consider more than one range/unit price to make the necessary EOQ adjustments, then it could be selecting the wrong quantity to buy and the lowest total cost to the buyer is not achieved.

As previously mentioned, we have developed a user-friendly, stand-alone spreadsheet programmed using visual basic in Microsoft EXCEL 2000. It is two pages, an input page and an output page. After loading the spreadsheet, select "Enable Macros" and then select "Run Analysis Tool" on the next screen. This will bring you to the input page and to example # 1 in the database. (see screenshot A)

Let me walk you through the input page

Top Buttons—
Add: starts a new record to be added to the database
Delete: deletes/removes a record from the database
Default: sets some of the ordering/ holding cost inputs to default values
Clear: removes all the values from the current input screen
Input: brings you from the output page back to the input page
EOQ: produces the output page based on the input values

Save: Saves the database records to disk
Print: Prints the input and output pages
Help: Provides explanations to the features of this spreadsheet
Resize: Resizes screen to fit lower resolution displays
Close: Closes the spreadsheet and returns to initial screen

Database—The user can retrieve any record from the database

Item Description—Title in the database for an item – Example #1—Long Remaining Life Cycle

Type of buy—
Recurring: periodic buys, includes one-time buy for quantity below the reorder point.
Non-recurring: one-time buy only

Constraints—Minimum reorder cycle – This allows a user to set a minimum time before reordering. Similarly, a supplier may set a minimum order quantity. The time/quantity is calculated from the demand rate. In this example, I do not use this option.
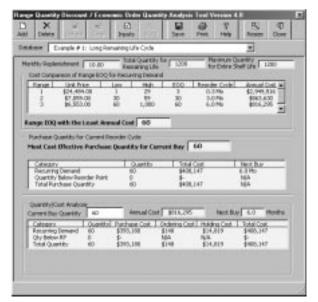
Shelf-life—Many items have a shelf-life. This information is considered in the calculations, but it may still be cost effective to buy more items than the shelf-life quantity. This does not mean that the extra quantity should be wasted. If possible these items can be sold, returned to the vendor, or given away. I've entered "10" and "years" for the example #1. This is large and will not impact the EOQ buy quantity.

Limited (remaining) Life-Cycle—Again the user can enter the useful life or time needed for this item. I have selected "10" and "years." This will not impact the EOQ buy quantity. Later example #5 will be offered to show the impact of a Limited Life-Cycle remaining.

Order/holding costs—These are costs associated with buying and keeping inventory. The "Default" button at the top of the input page will load default values. Red colored cells indicate invalid inputs that need to be corrected before executing the EOQ calculations. I'll use **$5** for annual storage cost and **$30** for disposal cost.

Screenshot A

Screenshot B

Ordering and holding costs are important inputs to this spreadsheet. These costs are not zero. It costs you money to conduct business, employ people, and have systems/facilities to order items and to keep the items in inventory. If you enter zeroes (0) for all of these values then you don't need this spreadsheet. Just order a lifetime buy of all items. However, since the same amount of money today is typically worth more than its value in the future, I do not recommend doing this.

Demand—Enter quantity needed per time (yearly or monthly) I used "10" and selected "monthly." The "Inventory Assets Below Reorder Point" box is an option to add a one-time buy quantity with the recurring buy scenario.

Unit Price/Quantity ranges—Unit prices and some of the quantities are entered. After the first range, the spreadsheet will automatically enter the first quantity of the other ranges. This spreadsheet assumes integer quantities. Also, note that the spreadsheet calculates

the lower right boxes — monthly, life-cycle, and shelf-life quantities. These values also appear on the output page.

To see the output page press the "EOQ" button. The output sheet: (see screenshot B)

In doing the calculations, the spreadsheet is looking at the next two buying periods. If there are more than two buying periods remaining in the life cycle, typical recurring buy comparisons are used. The spreadsheet handles less than two buying periods remaining differently as shown later in example #5.
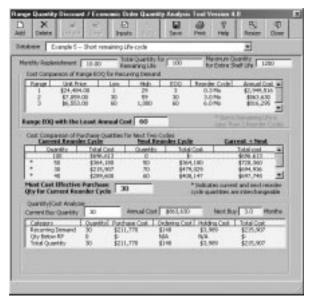
Let me break this output page into digestible bites. The top of the spreadsheet repeats the quantity calculations from the input sheet. In the "Cost Comparison of Range EOQ for Recurring Demand" box are the three ranges, the EOQs, the reorder cycle times, and the amortized yearly costs. The spreadsheet checks integers on both sides of the calculated EOQs to determine which integer quantity provides

the lowest total cost. Note that for range two and range three, the EOQs are the first quantity of their respective ranges. This would indicate the EOQs have been adjusted from lower calculated EOQs. You can prove this by inputting only range two (example # 2) or range three (example #3) on the input page and pressing the "EOQ button." Because of their relatively close unit prices, six (6) is the calculated EOQ of both the second and third ranges.

The " Most Cost Effective Quantity for Current Buy" box calculates the least total cost quantity to buy. So the spreadsheet suggests we buy increments of 60. How comfortable are you with this black-box answer? Well you shouldn't be immediately. The power of this spreadsheet is the ease of sensitivity analysis. Any of the white boxes on the input or output sheets can be changed. One option is to vary the demand rate on the input page. If we enter monthly demand rates greater than zero (0) to .142 per month on the input page, the

Screenshot C

Screenshot D

spreadsheet recommends that we buy groups of 1. For demands of .143 to 2.24 per month, we buy groups of 30. For monthly demand rates of 2.245 to 1017, we buy in groups of 60. So in our case, our monthly demand rate can fluctuate substantially lower and higher than 10 and we are still buying the correct quantity.

Additionally on the output page, you can use the "Quantity/Cost Analyzer" box to calculate the cost of purchasing quantities other than 60 ($816,295 annual cost). For quantities 59 or 61, the annual costs are $878,765 and $816,784, respectively. Both of these quantities and all others have higher total costs than the total cost for 60.

At this point, I would like to explain the "Inventory Assets Below Reorder Point" option in the "Demand" box on the input page. This option allows the inclusion of a one-time purchase in conjunction with periodic purchases. A user could exercise this option when

there is a delay in repurchasing the item or there is a faster depletion rate of the item. In either case the quantity in inventory falls and uses up part of the safety level inventory.

The graph below is helpful. (figure 7) Over time, we receive inventory and it is depleted. When we reach the reorder
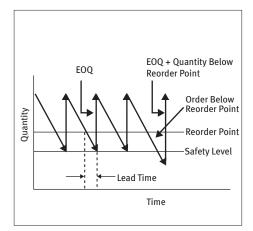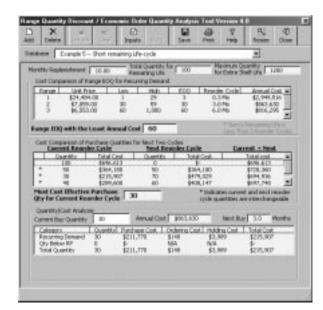
Figure 7

point, we place an order for the next quantity, which will arrive a procurement lead-time later as we deplete the initial quantity. Then the cycle repeats. This is the theory. But in practice, we

sometimes place the order when the asset position drops below the reorder point. To make up the asset position below reorder point, the user can add a one-time purchase on top of the recurring buy. On the input page, in the "DEMAND" Box, the Inventory Assets Below Reorder Point "Yes" is selected and a value is put in the "Quantity Less Than the Reorder Point." For example #4, I selected this option and entered a quantity of "5" in the box. Press "EOQ" and the results are: (see screenshot C)

The results from this excursion are interesting. Instead of suggesting a buy of 60 + 5 or 65, the spreadsheet still recommends the purchase of 60. Take 5 from the 60 to return the safety level to its original level and then use the 55 for normal consumption. If these one-time quantities are 1–54, a buy quantity of 60 is recommended. But for 55 and up quantities, the spreadsheet recommends a buy of these quantities plus a consumption buy of "6." This "6" is the unrestricted EOQ value of the third

Screenshot E

Screenshot F

range. For 54 and below, it is cheaper to buy 60. But for 55 and above, it is cheaper to buy the depleted safety level quantity plus the original EOQ because the next buy should take place at the reorder point after 6 items are used from inventory. Regardless of the amount of the one-time buy quantity, we will have to make our next buy sooner than we normally would to incur the lowest total cost over the life cycle for this item.

Another important case (example #5) is a short remaining life cycle, for which less than two full buys are required. If we change the "limited life-cycle" in example #1 from "10" and "years" to "10" and "months," we obtain the following output screen: (see screenshot D)

We only need 100 more and the lowest total cost buy is to buy 30 now and 70 in the next buy. However, the spreadsheet offers some additional alternatives. The spreadsheet calculates the minimum total costs for any two combinations of ranges or by buying all the quantity in one range. If the total costs are close, the user can make the selection based on the availability of funds in a particular quarter or year.

For one-time buys (example # 6), select the "Non-recurring Buy" in the "Type of Buy" box. The input and output screens are simplified. This scenario considers only the unit costs, range quantities, and the quantity required. (see screenshot E)

The output screen is shown in screenshot F).

The following chart can be derived: (see figure 8)

These results duplicate the same results obtained graphically above. For quantities 9–29 and 56–59 it is cheaper to buy larger quantities 30 and 60, respectively.

Quantity Needed (Total Cost)		Buy Quantity (Total Cost)	
1-8	($24,484 – $195,872)	1-8	($24,484 – $195,872)
9-29	($220,356 – $710,036)	30	($211,770)
30-55	($211,770 – $388,245)	30-55	(211,770 – $388,245)
56-59	($395,304 – $416,481)	60	($393,180)
60 and up	($393,180 and up)	60 and up	($393,180 and up)

Figure 8

I can't emphasize enough the need to do input error checking and sensitivity analysis to check solutions for reality. Before buying the item, ask the appropriate people if the item will show increased or decreased demands in the future. Also, if the spreadsheet recommendation is very different from past purchases, analyze if there is a good reason for this change in quantity.

Since I've written this article, an engineer made a powerful suggestion. Get the best price and lowest cost by buying the end items and spare parts simultaneously. He was buying radios and initial spare parts. It dawned on him to ask the contractor to give the Government the best price for spares by also considering the parts in the radios. This alone would have saved $275K. I would add that the addition of the spare parts might also bring down the unit and total cost of some of the parts in the radios ($63.7K savings). There could be additional savings by buying both the radio parts and spare parts in the next range ($123K savings plus more spare parts). On a $2.2M spares contract, the Government could have realized a savings of $460K.

In this article, I have tried to show that although quantity discounts may require us to do more work, we can save money and receive more goods. Additionally, the Quantity Discount EOQ Analysis Tool, obtainable at no cost from the U.S. Army Communications-Electronics Command, will help assist in the effort. If you have any questions or comments please contact me at (732) 532–0176, DSN 992–0176, mbogner@c3smail.monmouth.army.mil.

About the Authors. *Michael Bogner—BS in Applied Mathematics SUNY at Stony Brook, NY, MS in Urban Science, W. A. Harriman School SUNY at Stony Brook, NY, Operations Research Analyst for 23 years, PM WIN–T (PEOC3T) at Ft. Monmouth, NJ.*

Chuck Wong—BS from SUNY at Buffalo, and MS from Syracuse University both in Electrical Engineering, Operations Research Analyst for 16 year, employed at (CECOM) DCSOP Systems Analysis Office, Ft. Monmouth, NJ

Bernard Price—BS in Engineering from the California State University at Northridge, MS in Industrial Engineering from Texas A&M University, and MS in Electrical Engineering from Fairleigh Dickinson University. Mr. Price is Chief of the Army Communications Electronics Command (CECOM) DCSOPS Systems Analysis Division and a Certified Professional Logistician.

SURVEY SEZ, WHAT'S UP WITH CP 11?

One of the main goals of Army is to be judged the employer of choice by its civilian employees and supervisors. Over the past 25 years, Army has periodically surveyed the morale of its workforce. In September 2001, Army implemented a web-based version of the Army Civilian Attitude Survey. Over 45,000 employees and 9,000 supervisors "logged on" and completed the survey. The internet survey method allowed Army to conduct a census of its entire US-citizen, appropriated and non-appropriated fund, civilian workforce. It also allowed Army to breakout results at much lower organizational levels than ever before. This includes breakouts by career program.

Participants were asked to complete their surveys and return them electronically to Army, which then forwarded the data to an independent research and consulting firm for processing. Of the approximately 230,000 Army civilian employees and supervisors who were invited to complete the attitude survey, over 54,000 returned surveys for a 23% response rate (22% for employees, 38% for supervisors). The response rate for total Army allowed results to be generalized at a 95% confidence level to within 0.4 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

The overall response to the survey was gratifying particularly in light of terrorist attacks and their impact on Army jobs and families during the survey timeframe. We received approximately 8,000 surveys prior to September 11th and 46,000 after that tragic day. This makes for a very interesting built-in pre and post September 11th design. We are currently analyzing those results. That said, what about overall results for employees and supervisors in the Comptroller Career Program? When we review the results for the career program population, we find that 10.1% of those responses come from CP 11 employees and 11.2% come from CP 11 supervisors. While the CP 11 response rates are lower than the overall Army response rate, they reasonably match the CP 11 percentage (11.5%) in the career programs.

Let's look at the ten most favorable and unfavorable items as indicated by CP 11 employee respondents. These items are taken from the core part of the survey, which

favorable

The ten most favorable items for CP 11 employees (% favorable in parentheses) are:

- My supervisor is competent in handling the technical parts of his/her job (77%)
- I feel free to go to my supervisor with questions or problems about my work (76%)
- My job makes good use of my abilities (74%)
- I find my work challenging (68%)
- All in all, I am satisfied with my job (68%)
- My supervisor gives me the support and backing I need to do my job well (67%)
- My supervisor lets me know how well I am doing my work (67%)
- My supervisor has a strong interest in the welfare of his/her employees (65%)
- Management is competent (64%)
- My supervisor keeps me informed about matters affecting my job and me (64%)

The ten most unfavorable items for CP 11 employees (% unfavorable in parentheses) are:

unfavorable

- When promotions are made at this installation/activity, the best-qualified people are selected (41%)
- I am satisfied with the processes used to fill vacancies at this installation/activity (39%)
- Employees at this installation/activity are treated fairly with regard to job placements and promotions (38%)
- Management rewards employees who show initiative and innovation (35%)
- Employees at this installation/activity have an equal chance to compete for promotions (35%)
- My supervisor provides me with career counseling (33%)
- I would recommend that others pursue a career as a civilian with this organization (31%)
- Management makes timely decisions (30%)
- Management keeps employees informed (28%)
- I frequently think about quitting my job (26%)

basically measures workforce morale along several different dimensions (for example, satisfaction with job, career, supervisors, management, and promotion systems).

Of course, the obvious question is how does CP 11 stack up against Army as a whole? While normative comparisons are useful for benchmarking purposes, they are not the end-all and be-all. Pay attention to differences in the size and make up of comparison groups. When comparing favorable or unfavorable responses, look for differences of at least 5 to 10 percentage points between groups. There is a difference between **statistical** significance and **practical** significance. Remember that your own results come first. Do not discount something as a concern simply because CP 11's score is more favorable or unfavorable than the overall Army score. You also need to look at the level of "favorability;" that is, whether the results are low or high regardless of the norms.

For the most part, CP 11 results were slightly higher than the overall Army results. There were two exceptions. CP 11 employees were much more inclined to think their "management is competent" (6% higher than total Army) and less inclined to be unfavorably disposed to "procedures used to fill vacancies" than total Army (4% "less unfavorable" than total Army).

That's just a little bit of the information provided to your career program. SWWC (So what, who cares)? Well, once the survey is complete, it is important to take actions that allow the highest return on your investment. One of the great ironies of employee opinion surveys is that many well-intentioned, well-managed organizations run out of momentum or willingness to take the next steps just at the most critical moment when it is time to leverage the data, formulate meaningful actions plans, and implement. Survey feedback and strategic planning/implementation are the next steps necessary to close the survey cycle.

So, what's next? In the short term, the CP 11 Executive Council will review all the results from the survey and identify those items critical for improving the overall morale and satisfaction of the CP 11 workforce. This will entail identifying root causes and determining optimal solutions, taking into consideration criteria such as ease of implementation, timeframes, cost, and impact.

If you haven't received the survey results, you will soon. The folks who care about you most (the Comptroller Proponency Office) will send them to you by way of your local career program representatives. When you get the results, take the time to review them. After all, they're YOUR results. See how you stack up against other career programs and the total Army. If you have some suggestions for issues to tackle from a CP 11 strategic perspective, be sure to tell your local career program representative, so he or she can pass it along to the Proponency Office and the Executive Council.

Oh, and by the way, thanks for taking the survey.

About the Author: Murray Mack is a Personnel Psychologist for the Plans and Strategies Division, Office of the Deputy Chief of Staff, G-1, (Civilian Personnel Policy). Mr. Mack is no stranger to CP 11. One of his first projects upon entry to Army was to develop and validate the former Army Civilian Career Evaluation System (ACCES) for CP 11.

Binning and the Resource Framework

Background

Historically, the Department of the Army has difficulty communicating exactly "what" it buys with its Total Obligation Authority (TOA). The Navy and the Air Force's strategy differ from the Army in that they focus on a single capability (such as a "B–2 Bomber Wing" or a "Carrier Battle Group"). When they communicate their modernization strategy, they include all resources describing the capability (people, installations, maintenance, and sustainment costs, etc…). Although this system has its shortfalls, it is easier talking about big chunks of capability, rather than individual piece parts.

The Army communicates the modernization of its forces in a more piecemeal fashion. In the past, the Army has focused on specific programs instead of describing new capabilities. For example, we will talk about upgrading the M1A1, or purchasing a new radio for Bradleys.

The reason the Army addresses resourcing in this manner because it aligns with the requirements build process. The process begins with defining a desired set of capabilities for a specific force year. This capability is defined in high-level terms, such as the ability to perform continuous anti-armor operations in a mountainous environment.

Desired capabilities translate into major weapon systems, through a multitude of ways and means, and result in a Table of Organization & Equipment (TOE). The TOE (generically) provides a general capability. It does not carry "costing" data for the systems.

The process of changing "capabilities" into "procurement" becomes the major issue why the Army modernizes the way it does. The focus changes from "the ability to conduct anti-armor operations…" to a variety of tasks to support this capability in different environments. These tasks are rolled-up with similar tasks (e.g. all depot

maintenance, whether for tanks or artillery, are combined into the Depot Maintenance program). There is no "Master Plan" for implementing all of the piece-parts of a desired capability. The Program Evaluation Groups (PEGs) compete for their individual programs against the other PEGs that support the same desired capability. As an example, the Army may choose to fund the upgrade of a specific piece of equipment at the expense of the institutional training dollars allocated to train soldiers to run that equipment or at the expense of long-term sustainment costs to keep that equipment operational in the field.

One of the main functions of Program Analysis and Evaluation (PA&E) Directorate is to try to "balance" all Army programs across the POM. To do this effectively, PA&E heavily relies on the PEGs to:

- Develop realistic requirements for all their programs

• Follow Senior Leader guidance for prioritization and funding

The PEGs programming management tool is a Military Decision Package, called an "MDEP." Through over 530 MDEPs (the number fluctuates from year to year) containing over 27,000 separate program elements, each PEG performs its own "balancing act." What has occurred in the past is each PEG's MDEPs competed for resources. The MDEP was the de facto basis senior leader decisions. This sometimes resulted in high-profile/high interest programs becoming funded at the expense of lower-profile programs that are necessary to support them.

Once the programmatic decisions have been made, programs are then translated into Appropriations for Congress. The focus again changes from "the ability to conduct anti-armor operations…" to a variety of different tasks to "Operation and Maintenance—Army" and other Appropriations to support those tasks. As decisions move through this process, the linkage from the "desired capabilities" to "appropriations" becomes more obscure.

Methodology

To begin to address this problem, the Planning Program Budget Committee (PPBC) Co-Chairs developed and adopted the "Resource Framework." It is based upon programs Army senior leaders desire visibility, both internally and externally. The Resource Framework was approved up by the Chief of Staff and the Secretary of the Army.

The Resource Framework communicates the resourcing of the Army Vision and serves as a guidepost to transform the Army. It is a consistent method of

The Army Vision— FY04–09 Resource Framework

Readiness	People	Transformation
Unit Training	**Man the Force**	**Objective Force**
• OPTEMPO	• AC Manpower	• Science & Technology
• Training Enablers	• RC Manpower	• Modernization
• Training Ammunition	• RC Full Time Support	
• Training Support/Operations	• Civilian Personnel Mgmt	**Interim Force**
	• Recruitment & Retention	• Modernization
Sustainment		
• Depot Maintenance	**Well-Being**	**Legacy Force**
• Ammo/Missiles Management	• Command Programs	• Legacy Systems
• Sustainment Enablers	• Health Care	• Legacy to Objective Systems
• Strategic Wartime Equipment	• Housing	• War Reserve Ammunition
	• Family Programs	• Test & Evaluation
Installations & Infrastructure	• Pay and Compensation	
• Base Operations Support	• Education	
• Sustain, Restore, and Mod (SRM)	• Morale, Welfare, Recreation	
• Information Infrastructure		
• Facilities Infrastructure	**Leader Development**	
• SRM Backlog	• Institutional Training	
	• Civilian Training	

Figure 1

aggregating, describing, and reporting complex funding relationships by standardizing descriptions of key resourcing categories. Recognizing some commonality between each of the Vision's components, the Resource Framework details the specific requirements and resources required for the Army to execute its programs. The Resource Framework does not apply singly to any of the particular functions within Planning, Programming, Budgeting, and Execution System (PPBES). Its intent is to use common definitions between planners, programmers, and budgeters so "The Army" speaks with a single voice.

The Resource Framework starts with the three main components of the Army vision—Readiness, People, and Transformation. Each of the components is further divided into three

categories. The categories represent major groupings of functional areas, but are not necessarily PEG specific. There is some overlap between PEGs within some of the categories.

Readiness: Unit Training, Sustainment, and Installations & Infrastructure

People: Man the Force, Well Being, and Institutional Training

Transformation: Objective Force, Interim Force, and Legacy Force

Each category is further divided into a functional area, or a "bin." A bin is simply a grouping of similar functions, describing what is being acquired, not what program it belongs to. A listing of the different bins is shown below under each of the nine categories.

With the Resource Framework complete, the next step was to develop a set of rules for population of the bins.

Developing the rule sets is a contentious and difficult process. Basically, there are three problems with populating the Resource Framework:

1. Every dollar could be counted once and only once.
2. Bins were a representation of what was being acquired, not a planning, programmatic, or budgetary look.
3. This was brand new. There were no rules.

The rules development began with determining what process every agency was using for reporting. The development of the rule sets for specific bins is a compilation of all of the different reporting requirements from all of the internal and external sources. PEGs use MDEPs, the Army Budget Office (ABO) uses appropriations, and the Office of the Secretary of Defense (OSD) uses OSD program elements. If the "bins" were set up for a single process, it would not necessarily work for the other processes.

If you think of Army TOA as a big cube of dollars, it can be sliced in multiple ways. The organization you may have an impact on the way you want to look at the TOA.

Planning is based upon capabilities, rather than resources. These capabilities are expressed is several different ways. The first way is by the generation of Modified Table Of Organization & Equipment (MTOE) and Table of Distribution & Allowances (TDAs), which state (for a given force year) what equipment and personnel requirements are. Through the use of MTOEs & TDAs, programmers know how much/many of a particular resource to program for. Costing of capabilities is a "functional" responsibility and is used primarily in the programming phase.

Programmers perform their functions by the use of a Management Decision Package (MDEP). The MDEP provides the Army with a key resource management tool.

Figure 2–The Programmer's View

An MDEP is a holistic look of everything necessary to make a particular organization, program, or function successful and accounts for every dollar the Army spends and collectively, for all of the Army's TOA. An MDEP describes and records all of the resources needed to get an intended output and justifies the resource expenditure.
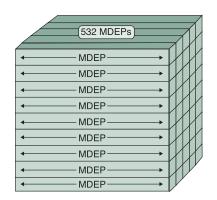
Figure 2

Each MDEP may be composed of multiple Army Program Elements (APEs). APEs represent individual (or logical) Army groupings, organizational entities, major combat forces, or support programs.

Figure 3–The Program Element View

The APE is a unique Army data structure that allows the PROBE (the Army's resource database) to link Army resource data from a single source file to an OSD Program Element and to Comptroller Information System (CIS) Budget Activity (BA) structures for

selected appropriations and manpower. The Army program element also provides a link to selected appropriations, allowing finance and accounting data to be translated into the PROBE database formats. In addition to its technical uses linking databases and data elements, the APE has analytical value. For example, the APE is the only data structure that allows analysis of manpower and funds
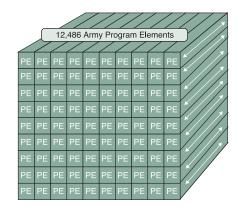
Figure 3

for each base operations letter account for all program years.

The APE has two distinct parts. The basic APE, six characters long, is applicable to all appropriations and manpower. A supplemental three-character code referred to as the point, project, or pay code is used with certain appropriations to add important management information.

Each Army APE has a corresponding OSD Program Element (OSDPE). The mapping of the Army Program Elements to the OSD Program Elements is a many (or single) to one mapping (i.e. a many APEs can map to a single OSDPE).

The APE, along with the Command Code ("CMD", specifying a particular Major Army Command [MACOM]) the Army financial accounting system maintains historical execution data levels of detail. We link execution data to a

variety of related historical and other data to forecast needs for future dollars and manpower.

Every dollar of TOA has one (and only one) MDEP/APE/CMD combination.

Appropriations are another way to look at TOA. Appropriations are important because this is the manner in which OSD reports its monetary needs to Congress. Also, it is the manner in which funding is passed from Congress to the Army.

Figure 4–The Budgeter's View

There are currently 20 "Appropriations" applicable to the Army. Each appropriation has an "Appropriation Sponsor" which monitors the health of the appropriation throughout the process. Just like MDEPs, the total of all appropriations will equal Army TOA. And, similar to MDEPs, each dollar of TOA has one

Figure 4

(and only one) appropriation.

Taking into account the separate reporting requirements from Planners, Programmers, and Budgeters, then throwing in the complexity of viewing the data from different levels (Program Managers, MDEP Managers, MACOMs, HQDA, and OSD) creates a set of

reporting requirements that are difficult to satisfy for all parties. Difficult, but not impossible.

The smallest element in the PROBE database is a program element (i.e. APE), for a specific command (i.e. CMD), in a partic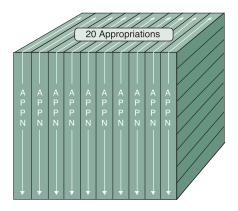ular MDEP. By using common definitions, and specific MDEP/APE/CMD combinations for every fiscal year in the program, it becomes possible to aggregate the data to a common understanding for all interested parties. This definition may not agree with the definition each agency has been using, but it becomes the common definition for all parties.

Figure 5–The Integrated View

The main factor affecting the definition of a bin is the OSD definition. There are five different OSD definitions we currently use: OPTEMPO (Operating/Operations Tempo); Depot Maintenance; Base Operations Support (BOS); Sustainment, Revitalization and Modernization (SRM); and Science & Technology. With these OSD definitions as a starting point, the rule set started to take form.

The use of OSD definitions breaks the ability to bin by MDEP. Take for example OPTEMPO. OPTEMPO provides the resources required to conduct and support unit training, maintenance of unit equipment and sustaining day-to-day operations associated with MTOE forces in support of the Combined Arms Training Strategy (CATS). The OSD definition is very specific about what APEs and appropriations are considered OPTEMPO. Inside of the "OPTEMPO" MDEP, it carries both (OSD defined) OPTEMPO and non-OPTEMPO items. There becomes no way to reconcile different

methods of reporting without using a composite definition for the Resource Framework.

With the Resource Framework and OSD definitions as a start point, several rules were developed:

•   An MDEP/APE/CMD combination may only have one primary bin.
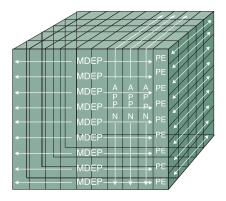
Figure 5

•   Military Pay, regardless of the purpose the soldier is being paid for, is counted as pay. The Army is mandated to have 480k active force end strength; the guard and reserves are capped at 555k-end strength. This rule was extended to apply to all pay appropriations to fall under the "people" category.

•   All Military Construction, regardless of construction purpose, or the PEG which "owns" the construction, is considered to be Facilities Revitalization. Whether it is new construction, replacing old buildings, or whatever, it is an improvement of an existing infrastructure. The main factor driving this rule is OSD/Congressional reporting requirements for Military Construction.

•   "Housing" is Army Family Housing, not barracks. There is a Title 10 responsibility to provide for barracks, but not for Family Housing.

•   Information Technology's (software and hardware development, not infra-

structure) are binned with the operational reason for their being fielded. (e.g. computer software which supports personnel is related to Man the Force.). Automation/software is not an end to itself. It gets reported with its "reason for being".

• Every category has an "other" bin, primarily to account for 100% of TOA. The "other" bins capture single programs, which cannot be logically grouped into another bin.) Use the "other" bins as a last resort. If something clearly does not fall under one of the bins, but fits into one of the categories, use "other".

• Special Interest Items are non-vision programs which cannot be binned inside of the vision categories. Generally, they are OSD directed programs or programs which support the Army as a whole and cannot be logically spread (e.g. the Defense Finance & Accounting Service bill).

Execution

Once the initial rules were created, the next step was to assign each of the MDEP/APE/CMD combinations to a bin. The process started by generally aligning the MDEPs to a bin and then observing what portion of the MDEP falls out.

An analogy of what this process looks like would to be to think of a target being the Resource Framework and an MDEP being a shotgun blast, where each individual pellet is an MDEP/APE/CMD combination. By firing the shotgun at the target, you can count the number of pellets that go into each ring (i.e. a bin). By doing this process multiple times covering every MDEP in the database, shooting at different aim points on the target, each bin collects a varying number of pellets (i.e. MDEP/APE/CMD combinations). And the number of pellets (i.e. combinations) is measurable.

There are more than 27,000 different MDEP/APE/CMD combinations that exist in the database. Subject matter (functional) experts were called upon to help determine which was the best bin for each combination. The initial rule set was critical in determining where combinations were binned and causing each specific bin rule set to reach a higher degree of resolution.

Most of the problems encountered in this process involved the lack of ability to compare the output to any known numbers. OSD definitions, once they were mapped to the correct combinations, became a stable fixture of the framework.

Once differences were resolved, the framework became the basis for reporting all resourcing decisions. The final output was developed prior to the start of the binning. It was set up with: requirements, funding, percentage of funding (i.e. funding divided by requirements), and the percentage of TOA of which the bin consists. The bins could be aggregated (by year, or aggregated across the POM), such in the example below:

Figure 6–The FY03 President's Budget Resource Framework

In the above example, it gives a clear picture of what resources the Army Program acquires throughout the fiscal years in the program. In one snapshot, you can see how the Army resources are allocated (e.g. 48.5% of the FY03 Budget goes to People programs or 79% of the FY03 Army requirements are funded.) Since this is an aggregation of all of the Army data, a greater level of specificity can be obtained, as it is needed, even down to the Program Element level of detail. The example below shows the Unit Training section of the Resource Framework down to the bin level.

Figure 7–Unit Training and it's "Bins"

Because each of the bins is an aggregation point, it is possible to further sub-divide it into component elements. For example, OPTEMPO is generally reported as either air or ground OPTEMPO, which can be further subdivided into active, guard, and reserve elements through the use of the appropriation. Below is an example of how OPTEMPO can be further subdivided:

	In Millions			
	Requirement	Funding	% Rqmts	% TOA
Army Total	**$115,325**	**$90,978**	**79%**	**100.0%**
Readiness	**$37,009**	**$25,839**	**70%**	**28.4%**
Unit Training	$9,951	$9,222	93%	10.1%
Sustainment	$5,694	$3,861	68%	4.2%
Installation & Infrastructure	$21,364	$12,757	60%	14.0%
People	**$47,459**	**$44,112**	**93%**	**48.5%**
Man the Force	$39,380	$37,264	95%	41.0%
Well-Being	$6,212	$5,394	87%	5.9%
Leader Development	$1,867	$1,454	78%	1.6%
Transformation	**$27,718**	**$18,102**	**65%**	**19.9%**
Objective Force	$2,864	$2,669	93%	2.9%
Legacy Force	$23,816	$14,460	61%	15.9%
Interim Force	$1,038	$973	94%	1.1%
Special Interest	**$3,140**	**$2,925**	**93%**	**3.2%**

Figure 6

	In Millions			
	Requirement	Funding	% Rqmts	% TOA
Readiness	**$37,009**	**$25,839**	**70%**	**28.4%**
Unit Training	$9,951	$9,222	93%	10.1%
OPTEMPO	$5,853	$5,638	96%	6.2%
Training Range Modernization	$215	$184	86%	0.2%
CTC Modernization	$98	$84	86%	0.1%
Training Modernization	$529	$371	70%	0.4%
Training Support/Operations	$3,256	$2,945	90%	3.2%

Figure 7

Figure 8—Unit Training and it's "Sub-Bins"

Not every bin can be broken down into smaller groups, only when programs are fully contained within the bin. But, through the automation tools available on the PA&E website (www.PAED.Army.Mil), you can view data by any combination (MDEP, appropriation, and PEG to name a few). Using the Resource Framework methodology, regardless of the groupings, the total of all grouping will always add up to TOA.

	Requirement	Funding	% Reqmts	% TOA
Unit Training	**$9,951**	**$9,222**	**93%**	**10.1%**
OPTEMPO	$5,853	$5,638	96%	6.2%
Ground	**$4,558**	**$4,362**	**96%**	**4.8%**
AC	$3,210	$3,021	64%	3.3%
ARNG	$763	$760	100%	0.8%
USAR	$585	$582	99%	0.6%
Air	**$1,296**	**$1,276**	**98%**	**1.4%**
AC	$958	$940	98%	1.0%
ARNG	$281	$280	100%	0.3%
USAR	$57	$56	99%	0.1%

Figure 8

Future Development

Binning is a quick, easy way to answer questions about "how much" is being spent in the specific areas within the Resource Framework, but it does not answer all of the complex resourcing questions which Senior Leaders ask. There are two different types of problems which inhibit the ability to automatically answer these types of questions: Specific APEs may support more than one program and the MDEP/APE/CMD level of detail isn't small enough to display the required information.

Most programs support multiple functions. Take for example, an active Component Air OPTEMPO APE, which is part of the counter-drug program. It is reportable as OPTEMPO (an OSD defined bin) and as part of the counter-drug program, a high-visibility Special Interest program. If it were to be placed in both bins, it would overstate TOA.

To address the first problem, the relationship between the primary solution and all of the programs in which it supports, is being developed.

"Associated Binning" will be an attempt to answer these complex issues by using these established relationships. Associated binning will take a programmatic look, by vision component. Inside of each vision component, you will be able to see what could be holistically included and answer specific questions (e.g. everything which is associated with the Stryker Brigade Combat Teams [SBCTs].)

Although there are many different definitions on what could be included, there is no single rule that can apply to the numerous associations that will occur. Limits must be placed on what can be realistically considered to be associated within a component. If this limitation was not in place, you may have a situation where a single associated binning solution contained all of TOA.

In order not to create confusion (about TOA), each associated binning "view" will be limited to looking at a single component of the Army Vision at a time. As the Venn diagram (figure 9) illustrates, a "People" associated view will look at everything primarily binned under people and associated items from the "Readiness" and "Transformation" components, that overlap.

This methodology will cause three separate and distinct associated binning solutions, one for each of the vision components, in addition to the primary binning solution. The rules for developing each of the different associated solutions are still under development.

Figure 9—Venn diagram: Components of The Army Vision

The other item under development is the ability to track below MDEP/APE/CMD level of detail. This ability was developed specifically to accommodate for Unit Set Fielding (USF) of the SBCTs and adds two additional fields to the database.

The Army tends to program for all like items in the same MDEP/APE/CMD. For example, if we are purchasing vehicle for the 1st Stryker Brigade Combat Team (1st SBCT), we are unable to distinguish them from a vehicle purchased

for the 1st Infantry Division. This same aggregating methodology applies to a significant portion of what the Army purchases. One of the main reasons for this is the huge amount of data that would be required within the resourcing database. It is not that the data is unavailable (although in some cases it is) it is a matter of significantly increasing the number of entries in the resourcing database.
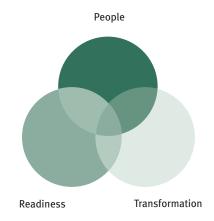

People

Readiness   Transformation

Figure 9

If all of the detail data were incorporated into the database, it would make resource management impossible. It would cause numerous new program elements to be created, there would be no way to simply aggregate data, and standardization of the data would be unfeasible to maintain.

Two new elements are being added to the database to enable staff to answer these specific organizational resourcing questions: an organizational identifier and a synchronization code.

The purpose of the organizational identifier (ORG–ID) is to unambiguously identify a specific organization within the database. The ORG–ID differs from a Command Code (CMD) in that it applies to a specific unit within

the MACOM, rather than the entire MACOM (and all of its subordinate units). Elements applicable to the 1st SBCT would be tagged with the 1st SBCT's ORG–ID. This information would be in addition to the MDEP/APE/CMD information, which will still allow information to be aggregated at that level.

The synchronization code is used to tag elements of senior leader interest. Simply another way to slice and dice the data, the synchronization code allows all elements that apply to a particular purpose to be pulled. Examples of synchronization codes include: Unit Set Fielding (USF) and the Army Training and Leader Development (ATLDP).

Summary

The Resource Framework communicates the resourcing of the Army Vision and serves as a guidepost to transform the Army. It is a consistent method of aggregating, describing, and reporting complex funding relationships by standardizing descriptions of key resourcing categories. The Resource Framework shows the Army Program and was approved through the CSA and SA.

The Resource Framework lists the three components of the Army vision—Readiness, People, and Transformation. Each of the components is further divided into three categories. The categories represent major groupings of functional areas. The categories within the Resource Framework are:

Readiness: Unit Training, Sustainment, and Installations & Infrastructure

People: Man the Force, Well Being, and Institutional Training

Transformation: Objective Force, Interim Force, and Legacy Force

Each category is further divided into a "Bin." A bin is simply a grouping of similar elements, describing what is being acquired. Each bin has a specific rule set that is a compilation of all of the different reporting requirements from all of the internal and external sources. Some bins wholly contain other programs, which can be further broken out.

The lowest element is an MDEP/APE/CMD combination. An MDEP is a holistic look of everything necessary to make a particular organization, program, or function successful.

Each MDEP may be composed of multiple Army Program Elements (APEs). APEs represent individual (or logical) Army groupings, organizational entities, major combat forces, or support programs. The Command Code (CMD) specifies a specific Major Army Command [MACOM]).

About the Author. *Lieutenant Colonel Mike Boller is the Executive for Programming for the U.S. Army. He authored "A Common Understanding for the Transformation Brigades" which appeared in the September-October 2000 issue of Military Review and co-authored "The C2 Spine" with Major Lawrence Levine, which appeared in the May-June 1998 issue of Military Review.*

ASK–FM
The Army's New Financial Management Digital Dashboard

Picture in your mind, you log into your Army Knowledge On-line (AKO) account and view the **current** obligation status of a specific appropriation or supplemental funding instead of waiting for month end data to be available two weeks after the fact. Is this a hallucination? Absolutely not! In the near future, near real-time Army financial management information will be at your fingertips—through a portal on your AKO account. Army Shared Knowledge—Financial Management (ASK–FM) makes this a reality.

At the request of Mr. Ernie Gregory, the Principal Deputy Assistant Secretary of the Army (Financial Management and Comptroller), Defense Finance and Accounting Service (DFAS) Operating Forces in Indianapolis is currently developing ASK–FM. ASK–FM is a type of "digital dashboard" providing the graphical visualization of key performance indicators on a personal computer screen. The graphical depiction is in the form of an airplane cockpit instrument console or tables, charts, and graphs. Digital dashboards are used by major companies such as GE and Microsoft to deliver key financial management metrics in real-time. ASK–FM transforms reporting from static once a month event to one of rapid information access, and provides timely visibility of key metrics allowing senior decision makers to react quicker and resolve issues before they become problems.

Why develop ASK–FM? There are practical business and policy reasons. According to Mr. Gregory, "We need to leverage technology to convert financial data into financial management information and find a way to get it to senior leadership to help them in their decision-making process… Financial information that is not available, not reliable, not complete, and not on time, is useless."

Another major impetus stems from DoD and federal policies such as *The President's Management Agenda, OMB Circular A– 127 (Financial Management Systems)* and the Defense report, *Transforming Department of Defense Financial Management*, which is commonly known as the Friedman report. As articulated by those documents, a

key financial management task is to routinely producing, through financial systems, information that is:

TIMELY

to measure performance immediately;

USEFUL

to make more informed operational and investing decisions; and

RELIABLE

to ensure consistent and comparable trend analysis over time and to facilitate better performance measurement and decision-making.

The ASK–FM project is a partnership between the Assistant Secretary of the Army (FM&C), the Army's Office of the Chief Information Officer/G–6 (CIO/G–6), and DFAS Operating Forces. A formal Memorandum of Agreement was signed on April 18, 2002, by Mr. Ernie Gregory, Mr. Pat Shine, Director, DFAS Operating Forces, and Ms. Miriam Browning, Director for Enterprise Integration, G6/CIO.

ASK–FM is a complicated "business intelligence" (BI) application with many components that interact behind the scenes to extract electronic data, assemble it, analyze it, and display it in a form that is easy to work with and understand. ASK–FM is the front door to the legacy accounting systems and extends their functionality. It is the one place where all critical resource management data can conceivably be viewed—allowing users to see how their organization is operating at a glance—or drill down with a simple click of the mouse to see the underlying numbers. ASK–FM encompasses 6 major components:

Source Systems: ASK–FM makes use of information stored in a variety of accounting and pay entitlement systems including non-financial data contained in systems outside of DFAS' control. The bulk of the data will be extracted from the accounting systems such as STAN-FINS, SOMARDS, CEFMS, SABERS, DJAS, HQARS, and PBAS.

Data Warehouse: Data from the source systems will be extracted, loaded and transferred into an existing application known as the "Operational Data Store" (ODS), which is a data warehouse. ODS is the "engine" that powers ASK–FM.

Data Mart: A subset of the data that is in ODS will subsequently be replicated in the ASK–FM data mart.

Repository: Based upon the data in the data mart, specialized software tools from Business Objects™ will create a "repository," a specialized database, which meets the customized requirements of the end users.

Web Delivery: The repository data will be delivered to the Army users' dashboards via the Army Knowledge Online(AKO) portal (https://www.us.army.mil/portal/) and the NIPRNet. Only registered AKO users will have access to ASK–FM. Access will be controlled by permissions that restrict the specific data available to individual users. Users will not be able to modify the data.

Visualization: After logging into AKO, the users will be able to choose ASK–FM and graphically view their personalized metrics.

ASK–FM transforms reporting from a static once a month event to one of rapid information access.

ASK–FM has many robust and labor saving features. All of the complexity is hidden behind a user-friendly, web-enabled, graphic user interface. ASK–FM empowers decision-makers to react quickly to potential problems, make informed decisions, and spend more time using information than finding it.

Enterprise view—The system aggregates data into an enterprise view of the Army and subordinate operating agencies and MACOMs. This total enterprise view provides senior leaders the knowledge needed to make strategic financial management decisions.

Near Real-time data—The system delivers near real-time data based upon daily "feeds" from the source systems. There is no more waiting for monthly aggregate data that is 2–6 weeks old from the time of original entry. The enterprise view plus near real-time data is a powerful combination and a compelling reason for the Army to develop and use ASK–FM. The near real-time availability of information will allow the Army to respond quickly to changing financial management conditions.

Consistent view—Because all relevant decision-makers have access to the same data and metrics, the system offers a consistent and similar view of data. Essentially, ASK–FM delivers "one truth" across the Army.

Web-based access—The system is a completely web-enabled, thin client

that does not require a software plug-in. All that is required is a web browser and access to AKO via the Internet. This minimizes Information Technology (IT) expenses by leveraging the current IT infrastructure.

In the not too distant future, ASK–FM will be the source for Army financial manage-ment information

Graphical user interface–The system uses the familiar and intuitive point and click format, so the application is easily navigated.

Drill mode–ASK–FM allows users to view data at a high level and then drill down to try to find possible causes for overall trends in the detailed data.

Personalization–The system allows each individual user to **personalize** his initial dashboard page to visually depict his **four** most important performance metrics from a list of available metrics.

Query capability–The system provides for a self-service query capability that empowers leaders and knowledge workers. It improves decision-making and analysis by providing users a quick and easy way to look up information that they would otherwise only get by calling technical support. Using commonly understood terms and data elements and not arcane software terms,

the system provides an intuitive point and click and drag and drop method to construct queries.

The initial emphasis is on providing resource management information to senior Army leaders on the Army Staff and the Army Secretariat and knowl-edge users in the Army Budget Office (ABO) and Office of the Deputy Assistant Secretary of the Army for Financial Operations (DASA (FO)). Subsequently, ASK–FM will be deployed to activities below HQDA.

DASA (FO) and ABO have deter-mined their initial data requirements for ASK–FM, which will be **incrementally** provided to the users. The initial data requirements include the following:

Status of Funds by Appropriation
DERF Status of Funds
PPA Interest Penalties
5th Quarter Deobligations
Travel Pay Split Disbursement Reporting
MOCAS Payments
Joint Reconciliation Program
OPTEMPO
Interim Brigade Combat Teams (IBCT) Funding
Balkans Status of Funds
Military Personnel
Aviation Modernization Plan
AMMO Enhancement
Science & Technology Funding
All Supplemental Appropriations

What is the future for ASK–FM? Potentially, it will be the single gateway to electronically deliver and access financial management information replacing on-line report viewing (OLRV), data queries, and other finan-cial management decision support sys-tems. A single gateway reduces the cost

of supporting multiple delivery sys-tems: savings that will be passed on to the Army.

According to Mr. Gregory, "our abil-ity to do this, what we've accomplished thus far, and what we're working to come to closure on in the very near term has been made possible from a financial execution standpoint because of DFAS Indianapolis… the real credit here goes to DFAS Indianapolis." What does this mean for DFAS? "It shows that we can do things on the leading edge of technology and that we are a source for doing these kinds of things"… said Mr. Shine.

The formal MOA signing enables ASK–FM to move from concept to real-ity. In the not too distant future, ASK–FM will be the source for Army financial management information. Stay tuned for additional information.

Scott Schnick, CGFM, is an accountant with DFAS Operating Forces in Indianapolis. He has a BBA and MBA from the University of Wisconsin.

Justine Landrum, CPA, is a Systems Accountant with the Deputy Assistant Secretary of the Army (Financial Operations). She has a BS in Accounting from the University of Scranton, PA.

Interviews conducted by Steve Beckley, Public Affairs Officer, DFAS Corporate Communications.

Congratulations to this year's Resource Management Award winners!!!

The Resource Management Annual Awards Program sponsored by the ASA (FM&C) is designed to recognize and encourage outstanding performance of individuals, teams, and organizations throughout the Army. Open to both military soldiers and civilian employees, the Resource Management awards are an excellent opportunity for the Assistant Secretary to recognize the "best of the best" in the Army's resource management community.

Capstone Awards

MR. JOSEPH M. GOLEBIESKI, ANALYST, HQ, CECOM
Assistant Secretary Of the Army (FM&C)
Civilian Award

The ASA (FM&C) Civilian Award recognizes the top civilian Army employee serving in a leadership capacity that the Assistant Secretary personally cites for outstanding contributions to the field of resource management. This year's ASA (FM&C) Civilian Award is awarded to Mr. Joseph M. Golebieski an Operations Research Analyst for Headquarters, U.S. Army Communications—Electronics Command. Mr. Golebieski was instrumental in the development of the cost analysis program, ACE–IT (Automated Cost Estimating Integrated Tools). He provided both modeling and analysis expertise as well as conducted beta tests on the program to refine the tools offered. The Department of the Army later adopted the program as a standard acquisition tool.

SSG JASON R. GERARD, ACCOUNTANT, WHCA
Assistant Secretary Of the Army (FM&C)
Military Award

The ASA (FM&C) Military Award recognizes the top military soldier serving in a leadership capacity that the Assistant Secretary personally cites for outstanding contributions to the field of resource management. This year's ASA (FM&C) Military Award is awarded to SSG Jason R. Gerard an Accountant for the Resource Management Directorate, White House Communications Agency (WHCA). SSG Gerard over the past year has audited the WHCA's $300K Satellite communication contract, cleared $200K in 2 year-old indebted accounts for wireless service, and flawlessly directed the $14M Presidential Communication Budget. Over the past year, SSG Gerard has been recognized as the NCO of the Year for four separate agencies; the WHCA, the White House Military Office, the Defense Information Systems Agency, and the Defense Finance and Accounting Service.

MS. LINDA S. HOEFFNER, DEPUTY COMPTROLLER FORT RILEY, KS, FORSCOM
Functional Chief Representative (FCR)
Special Award

The FCR Special Award recognizes the top civilian Army employee serving in a leadership capacity that the Principal Deputy to the Assistant Secretary of the Army (FM&C), serving as the CP 11 FCR, personally cites for outstanding contributions to the Comptroller Civilian Career Program (CP 11). This year's FCR Special Award is awarded to Ms. Linda S. Hoeffner the Deputy Director of

Resource Management for Fort Riley, Kansas. Ms. Hoeffner developed an innovative solution for CA RIF, which eliminated delays and cut approval time in half. She also developed a pilot program for the Chief of Staff of the Army's Strategic Readiness System conducting an installation wide analysis of functions, responsibilities, and organization. The HQDA SRS Team commended her pilot program. Mrs. Hoeffner has taken an active interest in the professional development of installation RM personnel by mentoring and coaching, coordinating accounting, fiscal law, and budget courses, and obtaining new tools like FINLOG to increase fund control.

Outstanding Resource Management

Organization Award

(**Above MACOM**) Business Practices Directorate, OASA (FM&C), HQDA—During FY 2001 the office successfully implemented the Mass Transportation Fringe Benefit Program outside the National Capitol Region expanding the benefit to over 6,500 people at more than 70 CONUS locations. In addition, the office was commended by OSD for its implementation of the Enhanced Use Legislation (FY01 Defense Authorization Act) and its role in the Fort Sam Houston pilot project.

Organization Members: Ms. Sharon Weinhold, Ms. Paula Rebar, Ms. Lisa Jacquet, Mr. Jason Berry, and Ms. Deborah Ramirez

(**Below MACOM**) Resource Management Division, United States Property and Fiscal Office for Idaho, NGB—The Idaho office has streamlined their processing of voucher payments resulting in an average of one half of one percent interest penalties and increasing the average IMPAC quarterly rebates to $4,000.

Organization Members: MAJ Douglas Gorgoni, 1LT Paul White, MSG Robert Athay, MSG Debra Brush, MSG Mike Reynolds, MSG Roger Thompson, SFC Gary Smith, SFC Janice Cuff, SFC Clyde Garner, SSG George Davila, SGT Cheryl Eld, SGT Jon Jones, SGT Allen Stewart, SPC Jennifer Mathers, Ms. Kathi Taysom, and Ms. Jacque Hartley

Outstanding Resource Management Team Award

(**Above MACOM**) Strategic Planning Team, HQ, FORSCOM—The team was tasked by the FORSCOM Commander to develop a strategic plan to guide the headquarters into the future. Their systematic process and coordination has resulted in a plan that has significantly led and continues to lead the command towards a common focus.

Team Leader: Ms. Kristin S. Balasabas
Team Members: Mr. Ray L. Christie,
Ms. Faye Knighten, Mr. Sterling L. Chapman, and
Ms. Sylvia A. Negron

(**Below MACOM**) ARNG Resource Team, ARNG, NGB—The team was formed by the ARNG Comptroller and tasked to develop and present recommendations for a new resource distribution methodology for the 54 states and territories. The team reduced the number of distribution accounts from 225 to 4 and eliminated SAG transfers at the appropriation level.

Team Leader: COL Larry R. Jones, CDFM
Team Members: COL Pat Simpson (USPFO Texas),
COL Michael Summeral (USPFO Alabama), COL
James Benard (USPFO Michigan), LTC Bryan Baxter,
MAJ Tim Wojtecki, MAJ Robert Porter,
Mr. George Higginson, and Mr. Gary James

Civilian Individual Awards

Accounting and Finance

(**Above MACOM**) Mr. Jasper Williams, GS–13, Accountant, HQ, TRADOC—Mr. William's technical abilities have been instrumental in the continued implementation of the Single Stock Fund. As a result of his efforts, inefficient systems have been replaced, the management program has been centralized at AMC, and unit readiness has increased at a reduced cost.

(**Below MACOM**) Ms. Terry R. Todd, GS–13, Chief, Accounting Division, U.S. Army Infantry Center and Fort Benning, TRADOC—Ms. Todd's leadership and personal efforts were significant contributing factors to the successful FY 2001 year-end close out utilizing DJAS.

Analysis and Evaluation

(**Above MACOM**) Mr. Eric S. Wickman, GS–14, Budget Analyst, Accountant, HQ, AMC—Mr. Wickman is a sought after leader in the Army Working Capital Fund Depot Maintenance functional area. His technical skills coupled with his unique approach to problem solving results in top-notch solutions.

(**Below MACOM**) Mr. Joseph M. Golebieski, GS–13, Operations Research Analyst, HQ, CECOM—Mr. Golbieski was instrumental in the development and implementation of ACE–IT. His efforts resulted in a program capable of providing the program manager with new timesaving tools to conduct what-if drills in support of programs.

Auditing

(**Above MACOM**) Mr. Yves M. Mayard, GS–13, Auditor, HQ, NGB—Mr. Mayard has been praised by the top management of the NGB for his planning, coordination, and methodical approach to each of his audits.

(**Below MACOM**) Ms. Denise C. Saenz, GS–13, Audit Supervisor, Fort Meade Field Office, AAA—Ms, Saenz's knowledge and expertise in financial statements was instrumental in accomplishing audits quickly and effectively of the Army's construction in progress account and the Army's real property values.

Budgeting

(**Above MACOM**) Ms. Rita M. Chrisman, GS–11, Budget Analyst, HQ, USASOC—Ms. Chrisman's superb efforts have improved USASOC's civilian pay management and improved the technological features of the USASOC Resource Management System.

(**Below MACOM**) Mr. Mark Kaufman, GS–13, RDA Branch Team Leader, HQ, CECOM—Mr. Kaufman established a user-friendly, timesaving, single-source information system designed to capture data on the command's entire RDTE and Procurement Appropriation programs.

Comptroller/Deputy Comptroller

(**Below MACOM**) Ms. Linda S. Hoeffner, GS–13, Deputy Director of Resource Management, Fort Riley, FORSCOM—Ms. Hoeffner's extensive knowledge of financial and operational issues was key to solving the multiple challenges Fort Riley faced while simultaneously developing a solution for CA RIF actions and the pilot program for the Strategic Readiness System.

Resource Management

(**Above MACOM**) Mr. Thomas E. Parker, GS–15, Deputy Chief, Budget Division, HQ, FORSCOM—Mr. Parker's service, leadership, and foresight were instrumental in the management of FORSCOM's $4.4 Billion budget resulting in trained and ready units for worldwide deployment.

(**Below MACOM**) Ms. Karen M. Lauterbach, GS–13, Management and Program Analyst, HQ, BCTP, TRADOC—Ms. Lauterbach's ruthless analysis of contract costs and relentless demands to support contactors to justify costs, explain variances, and provide improved estimation processes, resulted in the FY 01 budget percentage of undisbursed funds to be zero.

Military Individual Awards

Accounting and Finance

(**Above MACOM**) CPT Susan M. Gillison, Staff Finance Officer, HQ, INSCOM—CPT Gillison's determination and exemplarily performance as the MACOM's Government Charge Card Agency Program Coordinator have been recognized by her headquarters and subordinate units alike.

(**Below MACOM**) SSG Jason R. Gerard, Accounting NCO, White House Communication Agency—SSG Gerard's efforts guided the WHCA's accounting support during the September 11 terrorist attacks, coordinated internal controls to better track and clear actual costs, and closed longstanding problems with vendors awaiting payment.

Analysis and Evaluation

(**Above MACOM**) MAJ George A. Guthridge III, Program Analyst, DCSPRO, HQDA—MAJ Guthridge developed the RABBiT model at no cost to the Army; it was used throughout the dynamic FY 03–07 POM build cycle to allow real-time visibility of bill/billpayer trade-offs

by the Army leadership as the Army built two different POMs in less than one fourth the time normally allowed for building one POM.

Comptroller/Deputy Comptroller

(**Below MACOM**) COL Paul G. Repcik, Assistant Chief Of Staff, Resource Management, HQ III Corps and Fort Hood, FORSCOM—COL Repcik's implemented the mass deactivation of government travel cards resulting in the reduction of the number of travel card delinquencies by 39 percent and the delinquency rate by 28 percent. Based on this success, DA adopted the mass deactivation process.

Education, Training, and Career Development

(**Above MACOM**) MAJ Sean T. Hannah, Functional Area 45 Military Proponency Officer, Proponency Office, OASA (FM&C), HQDA—MAJ Hannah's development, orchestration, publication, and oversight of the Army military comptroller officer training with industry program has significantly advanced the practice and the reputation of uniformed stewardship of the nation's military resources.

(**Below MACOM**) MAJ Alex O. Heaton, Jr. Course Director, Advanced Military Accounting and Analysis Course, U.S. Army Finance School, TRADOC—MAJ Heaton's above standard, hands-on approach to instruction has been praised by superiors, peers, and students alike.

Resource Management

(**Below MACOM**) CPT Kenneth G. Heckel, Group Comptroller, HHC, 3rd Special Forces Group (Airborne), Fort Bragg, USASOC—CPT Heckel has established a productive budget system that includes individualized spend plans to meet units' mission requirements and has also orchestrated monthly working groups and quarterly Program Budget Advisory Committees to identify activities' funding shortfalls.

Outstanding Intern Award

(**Above MACOM**) Mr. Mark A. Searight, GS–7, Auditor, HQ, AAA—Mr. Searight's efforts provided the Directorate with new capabilities for reviewing and analyzing the time and cost of activities performed at all levels of the organization.

(**Below MACOM**) Mr. Sam S. Hwang, GS–9, Operation Research Analyst, PM EFCCS, CECOM—Mr. Hwang has proven his ability to understand a very complex program. His budget development and analysis of contractor costs data has been valuable to the Project Manager for Effects and Fires Command and Control Systems.

Resource Management Author of the Year Award

(**Civilian**) Mr. James T. Schutze, GS–14, Senior Budget Analyst, HQ, U.S. Army Signal Command, FORSCOM—Mr. Schutze authored the article "Managing Knowledge in the Comptroller Community" published in the Winter 2001 edition of *Armored Forces Comptroller*. The article examines the growing significance of knowledge management, the challenge it poses, its use within the resource management community, and ways to increase its benefits. Mr. Schutze's article is re-printed in this quarter's RM Magazine.

This year's awards were presented at "Army Day" on May 29, 2002, as part of the American Society of Military Comptrollers' Professional Development Institute in Denver, Colorado.

Next year's award program will be formally announced in July. We look forward to many more nominations. Although there were several this year, not all award categories had competitors; including, Cost Analysis, Resource Management in an Acquisition Environment, Education, Training, and Career Development, RM Educator of the Year Award, and many of the Military categories. In addition, out of the 90 nominations received there were only six for military soldiers. So there are plenty of opportunities for additional awardees.

Again congratulations to this year's winners and congratulations to all who were nominated, a significant accomplishment in itself. You have all demonstrated superior aptitude and outstanding performance. Great job!!!

About the Author: Captain Rapheal J Hamilton is a Program/Budget Officer in the Comptroller Proponency Office, Office of the Assistant Secretary of the Army (Financial Management and Comptroller) .

Army Relationships with Private Organizations

AKA: Non–Federal Entities/NFEs

This article is a general discussion concerning our official and personal relationships with nonprofit professional, scientific and technical non-Federal entities (NFEs), especially those whose purpose is to support the Army, or some part of the Army, and its ideals, goals and needs. Examples of such NFEs are the Association of the United States Army (AUSA), Armed Forces Communications and Electronics Association (AFCEA), Society of American Military Engineers (SAME), Field Artillery Association (FAA), American Society of Military Comptrollers (ASMC), Judge Advocates Association (JAA), and the Army-Air Force Mutual Aid Association. (AAFMAA).

The ethical rules governing our relationships with NFEs are in the Office of Government Ethics (OGE) *Standards of Ethical Conduct for Employees of the Executive Branch* and the Department of Defense (DoD) *Joint Ethics Regulation* (JER), DoD 5500.7–R. They are detailed, specific and complex. The purpose of this article is to provide an overview of the rules. It is important to understand these rules since they are enforced by Federal criminal laws and punitive regulations.

There has been concern expressed over the years that, in replacing Army Regulation 600–50, the Army's previous Standards of Conduct regulation, the JER changed the playing field in our relationships with NFEs. This perception is flawed. What the JER accomplished was to create a heightened awareness of the rules by requiring Army commanders and supervisors to

scrutinize conduct that had been unexamined for years because "that is the way we have always done it." Thus, while the rules changed slightly, many issues have been raised for the first time and, in some cases, we are finding examples of misconduct that occurred because "that is the way we have always done it."

The first step in resolving any NFE question is to determine whether the relationship is either personal or official. The nature of the relationship will guide the analysis and generate the answer, and quite frequently, the results will be different depending on whether we are dealing with a personal or official situation.

Personal Relationships with NFEs

Army employees are permitted to join, participate in, or hold office in NFEs. And they are encouraged to do so, especially when such activity will promote their professional or personal development, or make them an active part of the local military or civilian communities. Nevertheless, there are rules that govern this personal participation.

Conflicts of Interest. By becoming an officer, director or employee of a NFE, the Army employee has a relationship with that organization that restricts what he or she may do as an Army official. Specifically, a criminal law, implemented in Subpart D of the *Standards of Ethical Conduct*, prohibits employees from participating in official matters, even though someone else might make the final decision, affecting the financial interest of that organization. It is immaterial that the Army employee is unpaid by the organization, because the law imputes the financial interest of the

organization to the officer, director or employee of the organization.

Even if the Army official is other than an officer, director or employee of a NFE, but rather is an "active participant," he or she has a "covered relationship" with the NFE. The *Standards of Ethical Conduct* require the official to consider the appearances created by this relationship and normally the Army employee should refuse to participate in those matters where the NFE is a party or represents a party to the official matter. Examples of "active participants" include members of the NFE's rule committee or the NFE's points of contact for a membership drive. "Active participants" is other than members of a NFE who merely pay their dues, read the monthly newsletter and attend an occasional function.

This means that an Army official who is an officer, director or employee of an NFE is unable to participate as an Army official in such matters as whether to send an employee to a training program sponsored by the NFE, or to provide a speaker or other support to a symposium hosted by the NFE. If the Army official is other than an officer, director or employee of an NFE, but is an "active participant" in the organization, the prohibition is less absolute; but, nevertheless, to avoid the appearance of impropriety, the Army employee should refrain from participation in such official Army matters.

Acting as an Agent of NFE. Another criminal statute prohibits any officer or employee from acting as an agent for anyone before the Army or any other part of the Federal Government in any particular matter in which the United States is a party or has an interest. This law applies to *any*

Federal officer or employee acting on behalf of *any* non-Federal organization, even nonprofit, benevolent and military-related organizations.

The Army Standards of Conduct Office (SOCO) recognized the problems created by this law, especially in a Commander's relationships with NFEs created on his or her installation for the professional development, recreation and play of those working and living there. SOCO raised these concerns with the Department of Defense and proposed a legislative change. The law was changed on 6 August 1996, to permit representation of a NFE by an officer or employee of non-profit cooperative, voluntary, professional, recreational, or similar organizations. However, the representation must be uncompensated and a majority of the membership of the NFE must consist of Federal employees and their family members. Finally, this exception is unavailable to obtain a grant or contract from the Federal Government for the NFE.

If the situation fails to meet the criteria of the recent amendment, someone who is other than a military officer or government civilian employee must accomplish NFE dealings with the Army. The only other contacts with the Federal Government that an officer or employee may have on behalf of an NFE are those that are purely "ministerial" in nature, such as: (1) conveying purely factual information; (2) merely delivering or receiving materials or documents; (3) answering (without advocating for a particular position) direct requests for information; or (4) signing a document that attests to the existence or non-existence of a given

fact (such as a NFE's secretary's attestation that a given signature is valid).

Other Ethical Issues. Military personnel and civilian employees **must refuse to:**

Accept positions as officers, directors or similar positions in a NFE offered because of their official duty position *(e.g.,* a chief of staff may not accept a position in a local NFE that traditionally offers this position to the incumbent of this duty position);

Use their office, title or position in connection with their personal participation with NFEs *(e.g.,*prohibited from showing title or duty position on NFE's letterhead listing its officers; and from tasking their subordinates to assist them in their personal participation such as drafting correspondence and running errands);

Personally solicit subordinates or prohibited sources (generally, DoD contractors), or permit the use of their names in a solicitation that targets subordinates or prohibited sources in NFE membership drives or fundraising campaigns.

Finally, as a matter of personnel policy, the Deputy Secretary of Defense directed on 23 July 1996 that General Officers be prohibited from accepting compensation for being an officer or a member of the board of an NFE. Several limited exceptions are permitted but only with the approval of the Secretary of the Army.

Can Do's. After all the negatives, we often are asked: "Well, what <u>can</u> we do?" In addition to the basic rule that Army personnel are free to join NFEs and, as long no interference impacts their official duties because of a conflict of interest, actively participate or even

accept an office, here are some other permissible activities:

Military members may use their rank and component designation in connection with their private association activities (e.g., General, U.S. Army);

Under some circumstances, employees may be given time off and may use government resources in their personal participation with NFEs when they meet the criteria and have the approvals set out in JER 3–300b (writing papers for professional associations and societies), or JER 3–300c (certain community support activities);

If approved by the "agency designee" (a supervisor or, for a General Officer **in command,** his or her Ethics Counselor (EO), occasional use of the telephone (no toll calls), computer, library and similar resources during off-duty time (JER 3–305 and 2–301);

If the "agency designee" determines that it is in the Army's interest, Army personnel may accept free attendance at a "widely attended gathering" (meaning a large and diverse group) sponsored by an NFE, on their personal time or during an excused absence (if the value of the free attendance exceeds $250, the Army employee must report this gift on his or her Financial Disclosure Report). For example, after consulting with his or her EC, a supervisor might conclude that it is in the Army's interest for a subordinate to attend a free technical symposium, including a cocktail party and dinner, attended by industry and government representatives and sponsored by a professional or technical association.

It is important to note that these "permissions" to use government time and resources or to accept gifts of free

attendance are not rights or entitlements. They are exceptions to the general rule and should be granted judiciously and only when they are indeed in the Army's direct interest (not simply because a supportive NFE needs assistance) and where the investment of time and resources is proportionate to the benefit enjoyed by the Army.

Official Relationships with NFEs

Now, let us consider official Army relationships with private organizations. There is much that is permissible. If the applicable criteria are met, there are many situations in which we can officially attend, accept free attendance at, participate in, support and cosponsor events with NFEs.

Liaisons. It is permissible to appoint Army officials to act as official liaisons with NFEs where there is a significant and continuing Army interest to be served. But, they are **liaisons**; when they participate they do so as Army employees and their loyalty is to the Army. Liaisons are different than directors or board members of the NFE. If they are officers, directors, or even active participants in the NFE in their personal capacities, then they prohibited from serving as Army liaisons because of the obvious conflict of interest in loyalties. Further, while as liaisons they must avoid participating in the management of the organization *per se,* they may participate in matters of mutual interest to the NFEs and the Army and vote on those issues.

For example, it is permissible for a commander to appoint an officer as a liaison to the local AUSA Chapter. Among this officer's legitimate duties

would be to inform the Chapter of the command's concerns with respect to its prospective activities, and to inform the commander of options, plans and needs being explored by the AUSA Chapter. However, it would be inappropriate for the liaison to use government resources to assist the local Chapter maintain its mailing list, visit local merchants to encourage them to join, or to help with the annual membership drive at the installation. These activities should be done by "active participants" in their unofficial, personal capacities as members of the local chapter.

It is permissible to send an Army official TDY to perform liaison duties. It is also appropriate to send personnel on Army time and orders to participate in or attend a NFE event, if there is a legitimate governmental interest and purpose in the Army's participation.

Some Defense contractors invite senior DoD officials to sit on their "advisory boards." In August 1996, the DoD Designated Agency Ethics Official (DAEO), the DoD General Counsel,

advised that this type of DoD liaison activity is prohibited because of a long standing DoD policy that DoD employees may not serve in any way as advisors to defense contractors or entities that seek to do business with DoD. The DoD DAEO has determined that the potential detriments to DoD outweigh any potential benefits of a liaison when the NFE is a defense contractor.

Participation in Events. Army organizations may provide speakers or logistical support (e.g. space, security, public address systems, etc.) for a NFE event if the criteria in the JER are met. For example, it is generally inappropriate to support a NFE event if the charge for admission exceeds the event's reasonable costs. The Army may even cosponsor an event, such as a technical symposium, with a NFE if certain criteria and conditions are met, to include a written agreement. Often, however, co sponsorship is inappropriate; rather, it is the Army that is really sponsoring the event with the assistance of an NFE. In this case, the assistance should be pro-

vided pursuant to contract, and it must be clear that the Army, **rather than** the NFE, is sponsoring the event.

The manner and degree of Army participation in any event determines what kind of event it is, *i.e.,* Army sponsored, cosponsored, or Army supported. Additionally, if the Army cosponsors an event with an NFE or supports an NFE's event, it must be clear that the Army is not endorsing the organization.

The JER authority to participate in, support, or cosponsor events by and with NFEs is not a license for the Army to expend time and resources in support of an NFE above and beyond that permitted, or to help the NFE conduct its business. We must ensure that the expenditure of time and resources is of direct benefit and interest to the Army, and commensurate with that benefit and interest. The conclusion that an NFE is "friendly" to the Army and supports its goals and objectives is insufficient justification to direct employees, using official Army time, to do such things as: assist the NFE with a membership or fundraising campaign; assist the NFE with a NFE seminar beyond providing speakers and other limited support; help the NFE fix its computer system; assist the NFE with auditing its books.

Endorsement. The *Standards of Ethical Conduct* prohibits government employees from using their title, office or position to officially endorse a NFE or its activities beyond that permitted in JER para. 3–2 10 *(e.g.,* fundraising for the Combined Federal Campaign and Army Emergency Relief). However, there is some permissible activity to encourage professional, community and other involvement that does not violate

the rules because it does not amount to official bias, endorsement, favoritism or unlawful support.

Specifically, commanders and supervisors may encourage Army personnel to take an active part in their military and civilian communities, to include joining, supporting and participating in service and benevolent organizations. They may publicize and describe organizations that seem to share and support national defense, Army and community goals and ideals, and/or that help promote excellence in military or other skills. Finally, they may publicize events sponsored by such organizations.

As done for personal relationships with NFEs, the following are some specific "do's and don'ts" for official relationships.

Some Specific Don'ts.

Don't appoint a point of contact in a unit for a NFE's membership drive or offer a pass or other benefit to the unit with the highest membership or participation rate in the NFE.

Don't address subordinates in formation or on Army letterhead to extol the virtues of a particular NFE.

Don't require subordinates to attend a NFE meeting so that they can learn about and join a NFE.

Don't engage in coercive tactics such as requiring a soldier to explain a decision not to participate in or join a NFE.

Some Specific Do's.

As a general matter, it is permissible to use government resources to provide information on a general basis concerning a NFE's activities that Army personnel might be interested in either in an official capacity (*e.g.,* training courses, symposia, seminars)

or unofficial and personal capacity (*e.g.,* picnics, car washes, luncheons, entertainment, membership drives, widely attended gatherings). For the "unofficial" activities, however, use of resources is more limited; for example, government postage cannot be used; but, it would be permissible to let a NFE representative post membership information explaining the benefits of membership on a non-official bulletin board or leave brochures in common areas. CAVEAT: What you permit one NFE to do, you must be prepared to allow other NFEs to do. We cannot play favorites.

Commanders may encourage soldiers to become active in and join professional, technical, community, or other types of organizations. Within this context, it would be permissible and not a prohibited endorsement of any one organization to identify and describe various organizations that support professional development or the military community, or that are part of the civilian community, and worthy of consideration. It would even be permissible to briefly inform Army personnel concerning the goals, objectives and activities of some of the organizations. It would also be acceptable to inform, in a neutral manner, of an ongoing membership drive.

Commanders and supervisors may require subordinates to attend a professional development training session sponsored by an NFE. For example, commanders may require soldiers to attend a seminar concerning financial responsibility hosted by AAFMAA; but, the NFE is prohibited from attempting to gain members or to market any of its products during the seminar.

After an officers' call at the officers' club, the commander may announce that a NFE is sponsoring a "happy hour" which anyone is free to attend or refuse. At this event, NFE representatives may solicit memberships (but, this is unallowed from senior to subordinate).

Conclusion

The laws and regulations regarding official and personal relationships with private organizations are complex. This article is less than all-inclusive. The permutations on the relationships between NFEs and Army personnel seem infinite. Officials acting in their official or personal capacities in matters involving private organizations should actively seek legal advice from their Ethics Counselors to ensure they are acting properly. Finally, if they are acting as "agency designees" to approve a course of conduct, the JER requires that they consult with their EC.

About the Author. *Mr. Matt Reres is the Deputy General Counsel (Ethics & Fiscal) in the Army's Office of the General Counsel.*

FA 45 Focus Article

From Lieutenant Colonel Lynn Snyder, Comptroller Proponency Officer

FY02 Lieutenant Colonels Board. The latest LTC board results were released in July 2002. This was the Army's first LTC board held under Officer Personnel Management System III guidelines. OPMS III was formally known as OPMS XXI, but now since it is a permanent system, it is officially OPMS III. With a FA–45 primary zone selection rate of 77% and a 21% selection rate

The Army promotes based off Defense Officer Personnel Management Act (DOPMA) standards, indiscriminate of year—group (YG) affiliation. Congressionally mandated DOPMA set a goal of a 70% selection opportunity to Lieutenant Colonel within each career field. DOPMA promotion opportunity is established by dividing the numbers of officers selected in all three categories (AZ, PZ, and BZ) by the number of officers eligible in the PZ category. Using only the number of officers in the PZ as the denominator is necessary, as all officers have opportunity over all three years (assumes that year group population remains constant as a YG moves through the three

were selected for promotion. This denotes that when the board rank ordered on a best-qualified basis, that many AZ officers were deemed more qualified than those not selected in the PZ and BZ. A likely contributor to this fact is that those Comptroller officers that competed in the AZ category this year may not have been competitive when they competed in the PZ category last year—against former battalion XOs, S–3s and others traditionally favored on boards under a pre–OPMS III board format. Those officers were now reviewed by a separate board based solely on their future potential as Comptrollers—and some were then deemed more qualified than the more

	Above the Zone (AZ)			Primary Zone (PZ)			Below the Zone (BZ)			DOPMA %
	Zone	Sel	%	Zone	Sel	%	Zone	Sel	%	%
Comptroller	14	3	21.4	22	17	77.3	26	0	0	90.9
ISCF	98	15	15.3	138	96	69.6	165	7	4.2	85.5
OPCF	798	87	10.9	905	700	77.3	1105	63	5.7	93.9
Army Wide	1152	139	12.1	1331	995	74.8	1609	86	5.3	91.7

from the above the zone, FA–45 exceeded the Army averages in both categories, which were 75% and 12% respectively. FA–45 also exceeded the Institutional Support Career Field select rates of 70% and 15% respectively.

Functional Area 45 officers competed for promotion only against other officers in the Institutional Support Career Field (ISCF). There were four separate selection panels, each looking at one of the four career fields (Operations, Operations Support, Institutional Support, Information Operations).

promotion zones). Any other equation would distort promotion opportunity.

FA–45 DOPMA select rate of 91% greatly exceeded the overall DOPMA goal of 70%. There may be some concern because there were no officers selected from below the zone. We feel this is something that will change in the future as the CFD transition year groups work through the promotion system. We think the BZ rate is a simple matter of individual officer competitiveness, as the board rank orders all officers indiscriminate of their YG affiliation. Twenty–one percent of those officers considered in the AZ category

junior BZ officers on this latest board.

Preparation by the individual officer for the board can't be stressed enough, including completing required military education. Three of the five officers not selected in the PZ had not completed Command and General Staff College and were therefore not MEL–4 qualified.

The CFD process is now completed for all transition year groups, so better stability and more consistent board results will likely be reached in the future. (see CFD article by MAJ Penny in the First Quarter, 2002 issue of *Resource Management*).

TWI and Fellowship Update. The five new FA 45 TWI participants reported to their respective corporations in July. After the successes realized in the first year of execution, we are again expecting these officers to gain experiences and insights that they can bring back to the Army to make it a better place. The five corporations are also finding the program extremely rewarding and have committed to continuing as our industry partners. You can look forward to reading articles from this new group of TWI officers in the upcoming editions of *Resource Management*. The officers selected to participate in TWI are: MAJ Donald Cook (General Electric Transportation Systems), MAJ Michael Naughton (General Electric Global eXchange Systems (GXS)), MAJ Michael Sheaffer (Motorola), MAJ Mark Hladky (Boeing), and MAJ Robert Johnson (USAA). We wish them best of luck in this great development opportunity. The selection board for the TWI rotation beginning the summer of 2003 was held in November of 2002. See the FA 45 TWI homepage at https://www.perscomonline.army.mil/opfamis/fa45.htm#Training%20With%20Industry%20(TWI) for more information. Don't miss the opportunity to apply for this career enhancing training opportunity.

Additionally, MAJ Brad Dreyer reported to his Fellowship position with the Office of Management and Budget—also piloted in 2001. The Proponency Office is continuing to work to finalize this Fellowship position and have it included in AR 621–7, Army Fellowships and Scholarships. This position has the support of the senior Army leadership and is a key developmental assignment for FA 45 officers.

Fellowship participants will be selected through a competitive board. Selection criteria includes senior Majors and above with no more than 19 years of commissioned service who have been Career Field designated as an FA 45, and have demonstrated exceptional potential for advancement. Most participants will be in the rank of lieutenant colonel. Officers will be assigned to the US Army Student detachment at Fort Jackson during their rotation, with duty at OMB. Upon completion of the Fellowship, the officer will incur a two-year obligation and be assigned to the Office of the Assistant Secretary of the Army (Financial Management and Comptroller) where their experiences will be best utilized.

Financial Management Redesign (FMR) Update

To support the transformation of the Army, the financial management community is moving forward with FRM. Phase I of FMR is focused on Army Service Component Commands/Corps and below level, while phase II will focus at MACOM and above. As part of the current plan FA 45 positions will be recognized on the Financial Management Battalion TOE as well as the Financial Management Command TOE to accommodate resource management on the battlefield. The new force structure designs are scheduled for coordination Army-wide as one of the issues in Force Design Update (FDU) 03–01 Nov 02.

Why FMR? The mission of FMR is to provide a structure within the Combat Service Support Battlefield Operating System that will furnish enhanced financial and resource man-

agement support across the operating spectrum in a joint environment. Support will come from properly sized deployed and non-deployed elements with reach capabilities equaling or exceeding the support provided in garrison. FMR has three objectives:

1. To provide tactical commanders with a suite of FM options to accomplish their missions.

2. To have one financial manager on the battlefield.

3. To integrate resource management and finance core competencies to support the Objective Force.

What does FMR do for us? It supports Army transformation initiatives through the Interim Force, provides the warfighter a modular and tailorable FM package, and aligns officer and enlisted career management fields (BC 44).

FMR is an on-going initiative, so look for more updates in the FA 45 portion of future *Resource Management* issues.

From Major Quinton McCorvey, FA 45 Assignment Officer:

Situational Awareness

• Ensure you are aware when the various selection and promotion boards are scheduled. We suggest that you annotate all your selection and promotion boards on your calendar and begin preparation NLT B–(Board) 60 days. You can find the latest board schedule by visiting: **https://www.perscomonline.army.mil/select/ofwoprom.htm#cpbs**

• Obtain a copy of the selection/promotion board announcement message and verify that you are eligible for consideration and establish all associated

dates and required actions. When you visit the above web page for the board dates, you will find the boards name, tentative or projected dates, and associated MILPER Message.

• Maintain contact with your PERSCOM Career Manager. A vital step in this process is to ensure you update all contact data with us to include: home mailing address, home phone number, work phone number, work and home email addresses. Prior to a selection or promotion board we will contact you and advise you of all associated actions you need to do in preparation for the board.

• You should not wait until your Career Manager contacts you concerning a board. You must take an active role in your career and that includes preparation for boards. There is a PERSCOM web page "Preparing Your File for Promotion or Selection: A Pre-Combat Checklist" found at **https://www.perscomonline.army.mil/opmd/board.htm**. This is also a very helpful resource to explain the board process and general suggestions on preparation for boards.

Individual Preparation for the Board

• Your board file consists of: a 1300 series Board ORB (much of the personal information on the right side of the ORB will be "xxxed" out); your performance microfiche; and official DA photo. Effective 15 Aug 2002 (MILPER Message 02–200) you are no longer able to order copies of your ORB and performance fiche from PERSCOM.

However, you are able to view your OMPF through your Army Knowledge Online account and receive a copy of your current ORB from your servicing military personnel office. We now ask that you mail both copies of your DA photo to your Career Manager at PERSCOM. We suggest that you conduct Career File PMCS at least semi-annually in an effort to ensure all three components of your board file are current and prepared for boards.

• Once you have the ORB and fiche examine them both closely using the following checklists. Keep in mind these are the same items that your career managers use when they conduct the scrub of your board file approximately 3–4 weeks prior to the board.

Official DA Photo

• Is your photo the new length style?

• Is the date of the photo less than 5 yrs old; preferably less than 2 yrs old?

• Does the date of your photo match the date posted on your ORB?

• Is the photo taken at your current rank?

• Does the photo present a neat appearance?

• Do the number and type of individual awards on your photo match the number and type on your ORB?

• Are your individual and unit awards in proper order and position?

• Do the number and type of unit awards on your photo match the number and type on your ORB?

• Are all qualification/identification badges and tabs on your photo listed on your ORB?

• Does your photo include foreign awards? Note—it is recommended that you not wear foreign awards for official photos.

• Are you wearing the regimental crest that is reflected on your ORB?

Officer Record Brief

• We cannot stress enough the importance of keeping your ORB current. Think of your ORB as your professional resume that is the 1 page summary of your military career. During the board you will be given the opportunity to make red ink changes to your ORB. Your goal should be to keep your ORB current and accurate so there are no red ink corrections. An accurate ORB with your black ink date and signature send a good signal to the board that you have prepared for the event. Note—this checklist does not include every aspect of your ORB but does account for the significant aspects that contribute to the ability of the board members to quickly summarize your military career.

SECTION I
ASSIGNMENT INFORMATION

• Are all your overseas duty assignments reflected accurately?
• Are your skill identifiers listed?
• Is your geographic orientation listed?

SECTION II
SECURITY DATA

• Is your security information accurate? Note that your career manager can not update this information and has to be updated through security channels.

SECTION III
SERVICE DATA

• Is this data accurate? Note that your career manager cannot update this information; however, your career manager can coordinate with the proper office in PERSCOM to do so.

SECTION IV
PERSONAL FAMILY DATA

• Note—this information will be "xxxed" out for the board

SECTION V
FOREIGN LANGUAGE

• Is this data accurate? Ensure that your most current R/L score is reflected.

SECTION VI
MILITARY EDUCATION

• Are all your military courses listed with accurate year of completion? Note that there is only space for 10 courses to show on your ORB. Any courses beyond 10 courses will still be listed in the TOPMIS "electronic" version of your ORB we access. It is important that all your 39 course are listed (Civil Affairs Course, PSYOP Officer's Course, and Regional Studies Course, as well as any of the joint planning courses.)

SECTION VII
CIVILIAN EDUCATION

• Is the level completed accurate?
• Are all your civilian education degrees listed and accurate?

SECTION VIII
AWARDS AND DECORATIONS

• Are your unit awards listed and with the accurate number?
• Are all your qualification/identification and tabs listed?

SECTION IX–ASSIGNMENT HISTORY

• This is probably the most important section that the board will focus on. It should accurately reflect the jobs you have held.
• Does the "DATE OF LAST OER" match the date of your most current OER?
• Are the duty titles neat and spelled correctly? Note that the data in Section IX is entered by the servicing PSC/B or Admin Office. Please work with them to update this data, but if you are unable to resolve data entries call us.
• Are the DMOS accurate for each duty title?

SECTION X
REMARKS

• Most of this information will be blanked out on a board ORB.
• Is the "DATE LAST PHOTO" accurate? Does it match the date on your photo?
• Does the regimental affiliation entry match your photo?

Performance Fiche

• Do all the documents on your fiche belong to you?
• Are all the documents listed on your fiche legible?
• Are your AERs and OERs in proper sequence?
• Is your most current AER or OER included on your fiche and does it match the "DATE OF LAST OER" indicated on your ORB?
• Is your CAS3, CGSC, or SSC AER/Completion documentation included?
• Is the proper documentation for your individual awards included? Proper documentation for Army awards is the certificate or orders. Proper documentation for joint awards includes the certificate, citation, and orders.
• Do you have orders for all qualification badges (Airborne, Air Assault, etc) and/or tabs?
• Do you have orders for any identification badges you earned and wear on your photo?
• Are there any misfiled, duplicate or out of sequence documents?

Professional Development Opportunities

Sustaining Base Leadership Management Class 02–3 Graduates

The Comptroller Civilian Career Program had 28 students, from commands or agencies and the Headquarters at the Army Management Staff College's Sustaining Base Leadership and Management Program Class 02–3. During the intense course, students worked on creative and unconventional solutions to familiar problems. They focused on "big-picture" issues like transformation; why we have an Army; and issues in leadership, management, decision-making and stewardship that Army civilian leaders have to deal with.

Congratulations to all graduates for thinking outside the box!

Class SBLM02–3	Command
Ms. Christine S. Bossard	INSCOM
Ms. Victoria E. Caldwell	USACE
Mr. Min-Tae Kim	EUSA
Ms. Jacqualyn S. Kowallik	AMC
Mr. John A. Waldron	AMC
Mr. Charles P. Zitniak	EUSA

PMCS Class 02–D and 02–E Graduates

Six military and twelve civilian students were among the graduates of the last two classes of the Professional Military Comptroller School at Maxwell AFB in Montgomery, Alabama. Class 02–D graduated July 12, 2002 and Class 02–E graduated in September 2002. Students completed six weeks of graduate instruction in contemporary resource management issues and problems facing financial managers throughout the Department of Defense. The class also included students from the Air Force, Navy, Marine Corps and DFAS.

Class 02–D	Command
Candy U. Astin	USARSO
LTC Scott St. Clair	OCAR
Jeffrey W. Green	EUSA
Joe R. Hall	AAA
Hang C. Kim	EUSA
Debra Kalipona-Wong	USARPAC
Peter W. Misch	EUSA
Edward K. Toma	USARPAC

Class 02–E	Command
Robert L. Bailey	AMC
MAJ Jeffery D. Ford	TWI
LTC Thomas M. Griffin	CENTCOM
Sherry S. Grogan	USAREUR
MAJ Brenda L. Hickey	JFC
Constance S. Jones	EUSA
MAJ Thomas H. Rahe	OCAR
Elizabeth Sellers	TRADOC
MAJ John A. Styer	NATO/AF SOUTH
Betty J. Sumpter	USARPAC

ACC Class 02–I, 02–II, and 02–III Graduates

Eight military and seventy-eight civilian students were among the graduates of the last three classes of the Army Comptroller Course. Class 02–I graduated February 2002, Class 02–II graduated August 2002 and Class 02–III graduated September 2002. Students completed four weeks of basic instruction in the processes of financial and resource management. Congratulations to all on finishing this challenging instruction.

Class 02–I	Command
Michael Anglemyer	AMC
Ronald R. Bass	AMC
Michael E. Bush	HQDA
Ben Hur Cabiao	EUSA
Mark Calderone	FORSCOM
Harold Cardenas	MEDCOM
CPT Yong Cassle	USAREUR
Heidi M. Clay	TRADOC
Robert Donner	USAAA
Yukyong C. Douglas	USAREUR
Charles D. Eaddy	HQDA
Sylvia G. Fifield	TRADOC
Lydia B. Gonzales	FORSCOM
Sue Y. Hwang	FORSCOM
Chong Min Kim	EUSA
Donna Mattison	USAFMSA
Samuel D. Meyer	FORSCOM
Stephana Miles	USAFMSA
Geralyn M. Newman	TRADOC
CPT James L. Petrone	TRADOC
Veronica Reid	USAFMSA
Douglas W. Sass	USACE
Christopher Thompson	USACE
Pamla R. Washington	USACE
Kwang U. Yi	EUSA

Class 02–II	Command	Class 02–III	Command
Dexter C. Alexander	MDW	Michael K. Antonio	TRADOC
Peter L. Allen	TRADOC	Rosa H. Biles	MEDCOM
Bill D. Baker	TRADOC	Antonia M.Clark	TRADOC
Reginald L. Bell	USAREUR	Shara Ford	AMC
CPT Matthew V. Burton	TRADOC	MAJ Teresa M. Gardner	USASOC
Marlene G. Clemons	AMC	Martha Hanson	TRADOC
Henry L. Correa	USARSO	Steve W. Hooter	TACOM/ARDEC
Georgina Cupp	USAMAA	Nikesha N. Houston	TRADOC
Tina M. Dare	FORSCOM	Lily Hum	HQDA
Herb Garza	HQDA/G4	Nannie N. Hutchinson	TRADOC
Patrick J. Gerring	AMC	Margaret Jacks	TRADOC
LTC David R. Goddard	USAREUR	Charity L. Kapolka	TRADOC
Manuela Gracia	AMC (HQ)	Linda M. Kelly	MDW
CPT Rapheal J. Hamilton	HQDA/FM&C	Madge A. Lewis	FORSCOM
Richard A. Hughes	AMC	Bernice E. McDowell	TRADOC
Julia M. Irvin	TRADOC	Thomas J. Mendoza	HQDA
Karen R. Ledesma	ATEC	Kathy E. Moore	USACE
Benjaporn (Jessica) Maksaereekul	EMBASSY– KUWAIT	Andrea L. Pellen-Steuer	AMC
Robert E. Mason	TRADOC	Deborah J. Potratz	USARPAC
Diane H. McClaskey	M&RA/Ft.	Mary Watkins Ridley	TRADOC
Michael McClinn	USACE	Norman J. Robison	USARPAC
William M. McDonald	HQDA/FM&C	Lester E. Sabin	USARPAC
Kwi J. Morris	INSCOM	Susan M. Schlegel	ATEC
MAJ Catherine E. Pace	FORSCOM	Jeanette S. Whiten	USAFMSA
Nicolette A. Palmer	USARPAC	Alberta Williams	TRADOC
Thomas J. Perkins	AMC		
Gloria R. Pfister	USAREUR		
Sharon G. Richarme	USACE		
Carolyn A. Smith	EUSA		
Annie M. Thomason	TRADOC		
CPT Lee M. Tonsmeire	USASOC		
Loo Michael Vande	USARPAC		
Yvonne M. Vasquez	ATEC		
Jean Williams	AMC		
Myong K. (Peter) Yi	EUSA		

PIN: 0793191 $\frac{1}{N}$ 000